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DECEMBER 1, 1945



TWENTY-FIVE CENTS

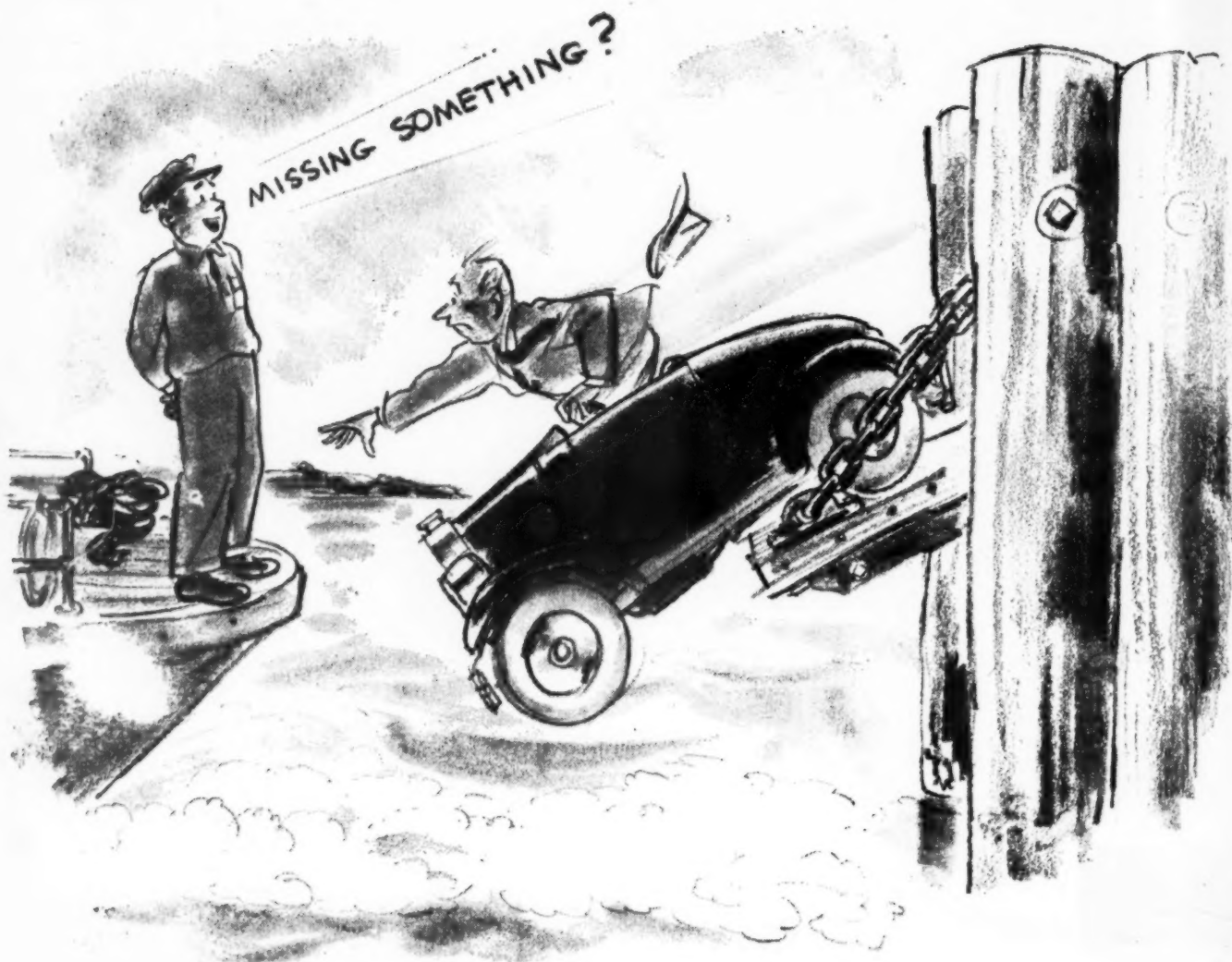
Sales Management



Press Association

Master Salesman of Peace . . .
see Page 196.

THE MAGAZINE OF MODERN MARKETING



Don't miss the boat in California's

BILLION DOLLAR VALLEY OF THE BEES

TAKE MORE PEOPLE than live in Oregon. Give them an Effective Buying Income bigger than Boston's. Let them spend more on retail sales than all Clevelanders. Put them in a great inland California Valley, and what do you get?

The Billion Dollar Valley of the Bees.

No "war baby" area, the vigorous Valley continues to grow in sales appeal . . . since last year raised its Effective Buying Income 16.5% to a whopping \$1,714,990,000 . . . upped its retail sales to a healthy 876 million.*

What's the advertiser's password to this sales paradise? *McClatchy*. It stands for the three local newspapers that blanket most of this empire of farms, forests, mines and industrial plants. Because Valley people do live well inland, they read and heed these local papers of Sacramento, Modesto and Fresno. To them a coast newspaper has as little appeal as a Philadelphia paper to a New Yorker.

Tell your story in the area where live 83% of all these people . . . where 81% of all that EBI

is concentrated . . . where 88% of all those retail sales are made. Add the three *McClatchy newspapers* to your California schedule — The Sacramento Bee, The Modesto Bee, The Fresno Bee.



Have you something to sell to farmers? Then let the McClatchy Bees introduce you to some of the most prosperous ones. Four of the nation's five leading farm counties are in this Billion Dollar Valley, where in 1944 farmers grossed \$830,064,000. That's 1 1/2 times the fourth dollars earned in all six New England states combined.*

*Sole Management's 1945 Copy, "United States"

McCLATCHY NEWSPAPERS

National representatives . . . O'MARA & ORMSBEE, INC.
New York • Los Angeles • Detroit • Chicago • San Francisco



Buy Victory Stamps from your newspaper boy

PRIZE PACKAGE

**There's 16 million dollars
hidden in these cans**

Quick, the can-opener—let's get at that money.

It's right here in Philadelphia, the nation's third largest market. And \$16,216,000* is what Philadelphians have to spend for canned fruits and vegetables—in a normal, average year!

Big buyers, these Philadelphians—with a total area purchasing power of \$2,149,036,000† annually. And for guidance in much of their spending, they look to ONE NEWSPAPER.

That ONE NEWSPAPER is read daily by nearly 4 out of every 5 Philadelphia families—has led in this market for 40 consecutive years—now has the largest evening circulation in America.

So we say that for all practical purposes ONE DOES IT in Philadelphia—and that ONE is The Evening Bulletin.

*Philadelphia Area figure. Bureau of Labor Statistics and others. †United States Census of Distribution.

In Philadelphia—nearly everybody reads The Bulletin

Sales Management

VOL. 55, NO. 11; DECEMBER 1, 1945

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EDITORIAL STAFF: Editor and Publisher, RAYMOND BILL; Executive Editor, PHILIP SALISBURY; Managing Editor, A. R. HAHN; Director of Customer Relations, E. W. DAVIDSON; Assistant Managing Editor, JOHN H. CALDWELL; Desk Editor, EDITH KINNEY; Associate Editors, LESTER B. COLBY, D. G. BAIRD, FRANK WAGGONER, ALICE B. ECKE, TERRY ARMSTRONG, HARRY WOODWARD, JR.; Assistant Editors, IRENE CROSSMON, MARY CAMP; Manager of Readers' Service Bureau, MATHILDE ZWILLING; Production Manager, H. M. HOWARD; Assistant Production Managers, S. HORNER, H. NICHOLAS.

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SALES MANAGEMENT, with which is incorporated PROGRESS, published semi-monthly on the first and fifteenth; copyright November 15, 1945, by Sales Management, Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. December 1, 1945. Volume 55, No. 11

n ward 3...

who went AWOL for WABC!

The other night, Eddie was listening to WABC's *Masterworks Hour*. When the program was over, he went AWOL.

But only as far as a telephone. He got out of his hospital bed, sneaked down the hall, and called us. Said he was phoning for himself, plus 200 other wounded G.I.s at his hospital, to tell us how much WABC's *Masterworks Hour* means to them. And, said Eddie, could we please play a few of their favorites, because they listen *every* night?

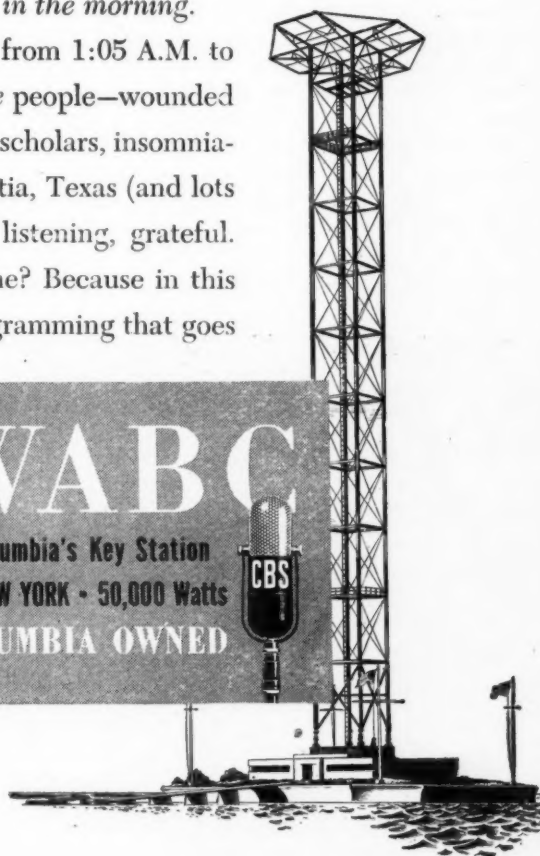
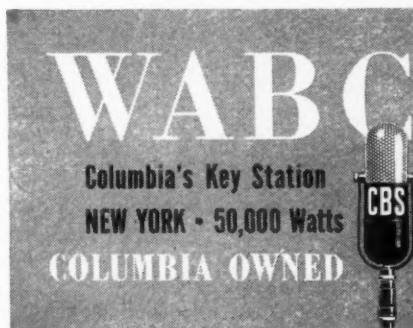
Now WABC does not condone breaches of Army discipline. But maybe Eddie's leave-taking without a by-your-leave didn't cause too much trouble. Things are pretty quiet at 2 o'clock in the morning.

Yes, WABC's *Masterworks Hour* is broadcast from 1:05 A.M. to 1:55 A.M., when *most* people are asleep. But *some* people—wounded soldiers like Eddie, all-night workers, late-reading scholars, insomnia-sufferers... people in Toronto, Panama, Nova Scotia, Texas (and lots in between)—write to say they're wide awake, listening, grateful.

Why do they listen to it, at this unseemly time? Because in this *Masterworks Hour* they get the same smooth programming that goes into *every* WABC show. For...

Round the clock—even at 2 A.M.—WABC will not compromise the standards which have made it the #1 station in America's #1 market.

Represented by Radio Sales,
the SPOT Broadcasting Division of CBS





Now It Can Be Tiled

Carol Janeway, an American girl who had lived all over the Continent for eight years, arrived in New York City on the *Nieuw Amsterdam* one gray day during the Winter of 1939, broke—or a reasonable facsimile thereof. She'd been in Russia for the last two of her eight-years absence, teaching lithography, and yearning for home. And things on the home-front looked as bleak as the weather. Lithography, as a profession for women, was as outlandish as Undertaking. Behind every lithographical door stood a man—barring the way. So she got herself a job in a savings bank and brooded. Banks were fine for money but not for Janeway.

A couple of nights before Christmas 1941, two sculpting friends, Elizabeth Higgins and Harold Ambellan, had her around to their studio for an evening of purposeful good cheer. That evening started Carol into a new exciting business. Elizabeth and Harold were tile manufacturers who had developed a new method for reproducing tiles by a silk screen process which repeated designs, making it possible to turn out the fine ceramics (which they marketed under the name "Designed Tiles") quickly and en masse. People had made tiles by hand or printing processes before—never by silk screen. They explained the method to Carol; invited her to try her hand. When she sat down with a brush and drew a design on the blank tile they couldn't have known that she was about to revolutionize the tile industry. After they had glazed and fired her handiwork in their kiln the burnt offering was removed. It was, well—delightful.



Betty Field asked her for a turtle.

She elected to make some more, as presents for her friends. (Being a tall, handsome blonde who had been a model at one time or another in her career, she'd managed to accumulate quite a few.) So she borrowed the kiln one afternoon and turned out a batch of what are now collector's items. The recipients made loud, glad noises of appreciation; went so far as to give her orders for more, as Christmas presents of their own. In no time at all she had presented herself to the purchasing agent of Georg Jensen's store on Fifth Avenue which caters to the carriage trade—pointed out that the tiles he was currently displaying had about as much originality as Queen Mary's hats, and sold him on the idea of trying hers. Now Georg Jensen drives her wild with more orders than she can possibly fill unless she opens a factory—which she won't do. She thinks that when things get commercial on a large scale, charm flies out of the window.

Miss Janeway is a rarity—a commercial artist who never had any formal art training. Ten years ago, in a moment of boredom, she did enroll in The Slade School, the art department of the Royal College of London. Fortunately for her, she insists, the only thing they taught her was how to sharpen a pencil with her teeth. Which may or may not account for the slightly primitive quality which stamps her work as unique.

When we went down to her large Greenwich Village workshop she was supervising three girl art students of the Hunter High School, who work there in the afternoons. They were happily painting a large bird in soft greens and blues, (Janeway is famous for her colors into which she mixes her secret formula, especially adapted to tile) which, after it is fired will make a coffee table. Miss Janeway wore ballet slippers, worn slacks and a plaid shirt.

She numbers among her collectors, Phil Baker, Leopold Stokowski, Adrian, and Betty Field who ordered a special plate with a turtle on it, to celebrate her lead in "The Voice of the Turtle."

On the West Coast her work (cuff links, chess sets, tobacco jars, doorknobs—there's no end to it, she says) is handled by I. Magnin, Gump's, and The Bon Marché which is opening a special Carol Janeway Room.

Cow Country Craftsman

If C. W. Clarke had lived a generation ago, and carved his funny cowhands and hosses, he would now be hailed, embalmed and collected as a "primitive."

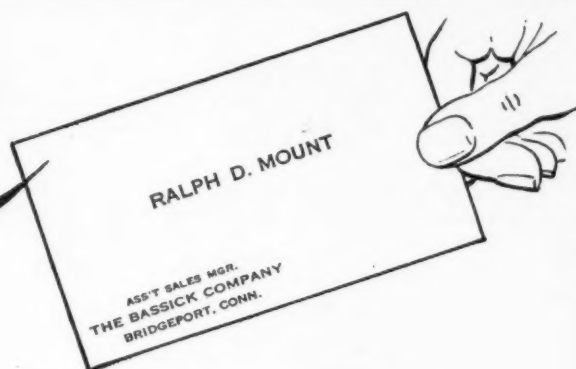
But, very much alive and busy in his Los Angeles workshop, Clarke whittles out, with a jack-knife and a chisel, an average of two figures every week, which sell well in stores such as Bullock's, Los Angeles, as art objects, and to private collectors who can discern the American "primitive" while it is still with us.

All Clarke's carvings are originals, because that has been his steady market for 20 years. Various attempts by Clarke and other whittling artists to increase output or reproduce figures for the mass market have failed, and sent them all back to their own art for its own sake.

Sales-wise, it would take some one other than an artist to create a market for reproductions. These reproductions might be made to sell at, say, \$5, against \$50 or \$150 for an original. But some one with merchandising experience

SALES MANAGEMENT

Take a tip from



Henry H. Berke, Assistant Vice-President, Services of Supply, Pan American World Airways (left) discusses with Ralph D. Mount, Assistant Sales Manager of The Bassick Company, salient features of Bassick's new Position Lock used on portable airplane maintenance and production equipment.

"Make Sure the P. A. Knows Your Product!"

"One thing I've learned from 18 years of industrial selling," says Ralph Mount, Assistant Sales Manager of The Bassick Company, "is to make sure the P. A. knows our products. If you don't think it pays big dividends to keep Purchasing Agents fully informed on our products, you ought to see how much of our business, both new and repeat, is directly traceable to Purchasing Agent decisions or influence or both."

You can take Mr. Mount's word for it. The P. A. is a real power in today's industrial buying—a power that can be every bit as responsive to printed selling as it is

to personal selling, if advertisers will bring out this responsiveness through the pages of **PURCHASING**, the purchasing agents' own business publication.

★ ★ ★

To inquire about rates, write **PURCHASING**, 205 E. 42nd St., New York 17, N. Y.; 333 No. Michigan Ave., Chicago 1, Ill.; Leader Building, Cleveland 14, Ohio; Duncan A. Scott & Company, West Coast Representatives, Mills Bldg., San Francisco 4, and Pershing Square Bldg., Los Angeles 13, Calif.

PURCHASING



A CONOVER-MAST
PUBLICATION

YOU GET **MORE** IN ESSEX COUNTY, N. J.



11th in Retail Sales
9th in Buying Income
9th in Food Sales
10th in U.S. Potential
8th in "Quality of Market"
1st in Family "Spendable"

National Rankings by Sales Management



would have to place them with stores throughout the country—perhaps some one with a little capital, and a good deal of faith, to hold on while the market was being developed, against inertia.

While walking along Michigan Avenue, in Chicago, about 20 years ago, Clarke saw some wood carvings in a gift shop window, and was interested to the point of trying his own hand at such work.

His first piece was a Western—he has always caricatured the "cowpokes" and other typed characters of our great open spaces—and this led him to move West. He took two months to carve a dude ranch cowboy, in cherry wood, painting it in box-car colors. Then he carved a Shire horse in hard wood.

And that led Clarke to pick cowboys and horses of a grotesque nature, caricaturing them by their ugliness and whimsicality. He figured that humor would make his work more salable, and he was right. His work has sold steadily ever since, and a good many of his customers are



Like all of Clarke's carvings, "The Sheriff of Gopher Gulch" embodies a sharp eye for the characteristic, deep, salty humor.

Westerners who have lived in cow country—or still do—and find his little men and horses echoing characters they have known themselves.

To people who have lived in cow country, horses are just as definitely "characters" as men and women. They have their idiosyncracies, their good and bad habits, their postures, their comicalities. In fact, cow country people are not too certain that horses are not deliberate cut-ups, enjoying each other's funny points and actions. Anyway, Clarke catches this "hoss" humor along with that of cow country people.

Clarke's figures are carved from clear Oregon white pine, which is rated almost as good as basswood. On a blank, Clarke draws his figure, sometimes copying from a previous sketch. He uses no models, but does get ideas from western pictures; the rest is memory, stored with a host of characters laid up by an observant mind.

After the blank has been roughly sawed out at a wood-working shop, the artist tackles it with his simple tools. When it is painted, and finished, Clarke signs his trademark which is "3W3."

SALES MANAGEMENT



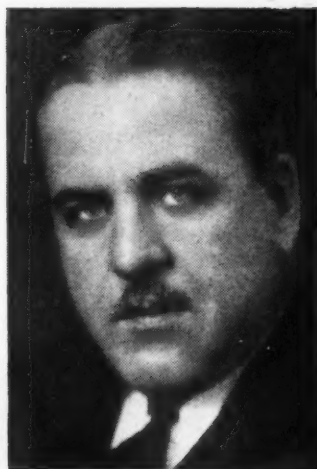
MACKRILLE

A. A. MACKRILLE, recently a commander in the Navy, has been made national sales manager of Shell Oil Co. He formerly was assistant manager of Shell's national sales.



NOSS

HENRY G. NOSS, assistant manager of the distributing branches for United States Rubber Co., has been appointed manager, succeeding Frederick W. Strong, retired.



ELLISON

PAUL S. ELLISON, advertising and sales promotion director, Sylvania Electric Products, Inc., new chairman of the board of directors of A.N.A., succeeding Charles C. Carr.



CHARLTON

ALBERT H. CHARLTON has been named sales manager of the Aluminum Division of the Reynolds Metals Co. He formerly was eastern sales manager for that division.



HIGHT

HANFORD Z. HIGHT, district manager in the Mid-western territory of the Dresser Manufacturing Division, Dresser Industries, Inc., has been appointed sales manager.



DOANE

ROLAND D. DOANE has been appointed general sales manager of the Ingersoll Steel Division, Borg-Warner Corp. He will direct activities of a new post-war sales department.



ARMENTROUT

LT. COMDR. M. G. ARMEN-
TROUT, USNR, released from active duty, has returned to The Aluminum Cooking Utensil Co. and Kensington, Inc., as manager of sales promotion.



MELLICK

CARLTON MELLICK, New York manager for The Miehle Printing Press & Manufacturing Company, is now sales manager. He has been with the company since 1929



Missioner come home...

His forebears rode the circuits to bring the Word, preach the Gospel, marry and christen, visit the sick and bury the dead. Today, in a spattered car scurrying down a side road, you meet their successor on more mundane missions... the County Agent.

As an institution, he dates from 1914; and in his time, the average per farm increase in food production feeds five more people.

An employee of the Department of Agriculture, he earns \$2,200 to \$5,500 per year. Hardest working of all the bureaucrats, the County Agent at his best is an evangelist, missionary of better methods, teacher, planner.

He brings the farmer new facts, new techniques, species and methods; sells sustenance crops, soil building, conservation and diversification.

He organizes farm communities for common benefits—business, social and intellectual; conducts recreational activities; serves as farm engineer, marketing counsel, liaison with the Federal government and the outside world. He usually starts with a local leader as exemplar for the followers.

Averaging three days in the field to two in his office, in a year the County Agent makes over 2,000,000 calls; is visited in his office by 10,000,000 people; works with some 1,600,000 4-H Club members; talks to 16,000,000

adults at farm meetings. And his job knows no office hours.

In no small part, the County Agent is responsible for the great agricultural revolution of the last two decades, the improved standard of farm living, the high productivity which met the extra demands of the War years.

Because his job and ours are twins, **SUCCESSFUL FARMING** has been aid and amplifier to the County Agent, always had his approval and support.

Nowhere else in the country has the County Agent's efforts been more effective than in **SUCCESSFUL FARMING's** thirteen Heart States, plus Pennsylvania and New York. In this selected area, the 37% of US farmers who get 52% of US farm income—have the largest investments, the most machinery and equipment, the highest yields, cash incomes and profits.

SF's more than a million subscribers include 43% of the farmers in the best fifteen farm states, make this farm magazine the major medium to a major part of the national market... essential to the national economy, full payrolls and increased sales... too important to be longer neglected by any national advertiser... Ask the nearest SF office for all the facts!... **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Atlanta, San Francisco, Los Angeles.





It's not the tree.

It's Dad.

He's home.

Right there, with Mother.

Looking at them, almost not believing that in one short second he'll have them both in his arms, Bill's heart in his eyes, Phyllis looking him over in slow wonder for the first time in her three years.

And as his arms close around them in that heart-breaking hug —
Please God, let me never have to leave them again!

Never before have homes meant so much. Never before have so many millions of folks been making their own homes for the first time, or starting over again. Draw your own conclusions about the *new* importance to you of the magazine that's written entirely for the families whose big love is their homes:
Better Homes & Gardens.





You know what you're buying when you step in and make a bid for your piece of the Westchester market. You wouldn't think of passing up a city like Buffalo, yet here is a market that lays \$16,000,000 more cash on the line for food every year than the city of Buffalo. The gals in Westchester spend \$3,000,000 more for drugs and cosmetics than those in Buffalo. And building material sales in Buffalo didn't come within \$5,500,000 of those in Westchester.

We don't recommend that you pass up Buffalo, but we DO RECOMMEND that you add our hard-hitting coverage of this silver platter Westchester market to your 1946 advertising schedule.

**A Few National Advertisers
Who Have Cashied In On The
Rich Westchester Market:**

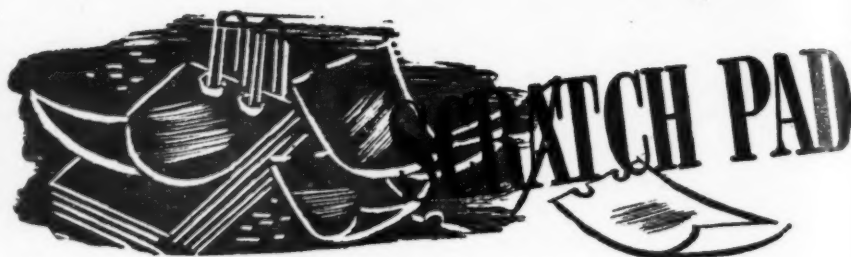
Junket
Borden's Milk
Pillsbury Flour
National Biscuits
Vick's Vaseline
PM Whiskey
Ruppert Beer
American Radiator
Gulf Oil
Chesterfield Cigarettes
New York Central
Krem!



**Westchester
Newspapers**

**Covering
THE 14th MARKET
IN AMERICA**

Represented Nationally by the
KELLY-SMITH COMPANY
New York



Industry can bear the labor-pains if reconversion isn't still-born.

Payoff in the pandemic strike-fever would be to have department-store Santa Clauses picket the toy-departments with placards reading: "Unfair to Organized Whiskers."

No, Tessie; the Navy is not planning to name one of its carriers "Typhoid Mary."

Belmont Radio gets a neat twist on the old grade-crossing classic with: "Shop, Look, and Listen."

Slogan for a free-flowing Winter lubricant: "Snow-time is flow-time."

Yes, it happened . . . even in these times, with inflated prices, says J. M. Grolimund, president of Elkhart's H. & A. Selmer, Inc. One of his men actually sent in an expense-account with this below-ceiling-price item: "Toilet, 5 cents."

From "Laugh a Little," we cull a few quickies: "Conceit is God's gift to little men" . . . "No doubt you've heard about the sailor who always treated his girls to wine, because he wanted to have a little port in every sweetheart" . . . "Sometimes, horse-sense is the ability to say 'Nay'" . . . "Keeping up on your toes will prevent your getting down at the heel."

In a booklet called: "What Does Insurance Do?", American Surety Company of New York has collocated the 50 one-sentence advertisements, describing the various functions of insurance, which were run singly in five principal New York City newspapers over a period of 50 weeks. My favorites: "Like the springs of an automobile, it prevents shock" and "It measures the probability of loss and seeks to eliminate it."

"Scarborandum" is the title of a bulletin issued by J. B. Scarborough, of the *American* magazine.

Mathilde Zwilling quotes a writer on sales-volume: "Like the folks with the large family, every salesman and

every sales-manager should know what is causing it." Let's, in short, get down to bedrock.

An item here ("Wonder why A. C. Spark-Plug doesn't do something obvious with its trade-name, like 'ACtion'!") brought a quick response from Sumner Howard. "Are you kidding?", he asks. "'ACtion' (a house-magazine) was born in May, 1942 . . . has appeared bi-monthly . . . total circulation to date approximately 1,840,000 to all employees in our plants and in the Armed Services." Why doesn't somebody tell me these things?

The same correspondent writes: "Orchids to *Business Week* for its coinage, 'Sky-Roaders,' and a lament that some manufacturer of bulldozers, or similar equipment, did not conceive it." You'll be hearing from Caterpillar Tractor's Gerry Walker, Mr. Howard.

Speaking of that tropical bloom, Thomas Young Orchids, Inc., is telling the gals and their squires that "Orchids complete the picture."

Allan Hovey, Philadelphia agency-man, is doing a creditable column for *Poor Richard's Almanack*, monthly magazine of the Poor Richard Club. Roger Clipp, president of WFIL, is new president of Poor Richard. Allan wonders how many members have had the temerity to speak of the club as a Clipp-joint. I have, for one, Allan. (In a letter, though, not in print.)

Bob Mason sends a headline for an electric shaver: "Why get yourself worked up into a lather?"

Manufacturers are always looking for new uses for their products, Jack Lutz reminds us, sending a news-clipping about a man who, after nearly dying in an open boat, mixed toothpaste with seaweed to provide a drink.

When my agency got a sanitary-napkin account, I asked if it was okay to call the things "calendar-pads."

SALES MANAGEMENT

A Statement about **DELL MODERN GROUP**

by George T. Delacorte, Jr., Publisher

A NEW RATE will go into effect on the Dell Modern Group with the issue of July, 1946. The circulation guarantee will be increased 20%, from 2,000,000 to 2,400,000. However, the base rate will be lowered from \$2.00 per page per thousand to \$1.80 so that the page rate will actually increase only 8%, from \$4000 to \$4320. New rate cards will be issued shortly.

★ ★ ★

The combined circulation of the women's group magazines is now over 15,000,000. It has increased more than 50% since 1941. The entire field is in a healthy condition and there are good reasons for the optimistic predictions that have been made by some of our esteemed contemporaries. The Dell Modern Group is equally optimistic but we have always preferred to let facts speak rather than predictions. These are facts:

The Dell Modern Group is delivering the largest bonus circulation in the women's group field, 1,042,000 or 52%.

The Dell Modern Group shows the greatest rate of circulation increase in the field.

The Dell Modern Group's cost per page per thousand, based on the latest complete figures, January-September, 1945, is \$1.31, lowest in its history.

Modern Screen is the world's biggest-selling screen magazine—32% ahead of its nearest competitor.

July, 1946, when our new rate goes into effect, is seven months distant. In view of the continuing limitations on paper and printing machinery—limitations imposed on all publishers alike—it would be ridiculous to attempt now to predict what our circulation then will be. Certainly for the first six months of 1946, at current rates and with a steadily rising circulation, the Dell Modern Group is a particularly advantageous buy.

Advertising budgets, however, are planned far in advance and when a publisher announces a rate increase the advertiser is entitled to some idea of what to expect. No one wishes more than we that we could issue a pronouncement in good round numbers. We will, of course, keep pace with the field as we have in the past. Certainly our record bears us out on this. We expect to continue to improve our editorial content in every way possible. Our printing, particularly color, is now the best in the field but heavier paper stock and improved processes will enable us to better already high standards.

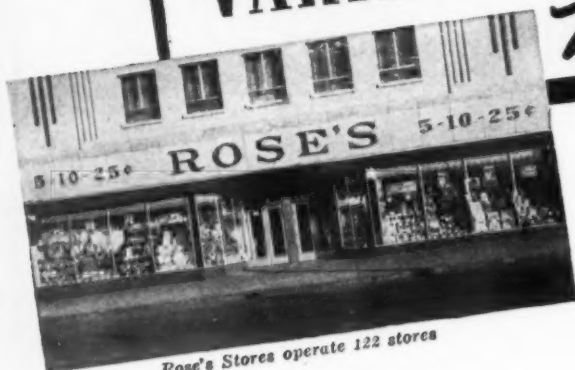
Again, facts will speak. In July, 1946, I am sure we will be able to publish a set of facts as gratifying to both the advertiser and the Dell Modern Group as those set forth above.

GEORGE T. DELACORTE, JR.
Publisher

November, 1945

(SYNDICATE)

VARIETY STORE *news*



Rose's Stores operate 122 stores



Perry Brothers operate 63 stores



Heated Stores operate 49 stores

3,000 Variety Stores Often Overlooked!

Illustrated here are typical store fronts of but three sectional Variety syndicates. They are representative, however, of over 100 companies that operate a total of more than 3000 5¢-to-\$1 Variety stores throughout the country.

Managers and executives of these sectional Variety syndicates all read the **MERCHANTISER!**

Adding these readers to those of the well-known nationwide Variety syndicates, the SYNDICATE STORE MERCHANTISER gives advertisers nearly 17,000 month-in-month-out readers; and in December, when extra circulation requests will be filled—18,000 readers!

Want Latest Variety Marketing Data?

After 14 years of research in the Variety field, we have compiled material valuable to you and your business. Why not write for the following today? Free upon request: (1) Our 6-Point Market Data Folder; (2) Our monthly Variety Market Bulletin; (3) A State and Sectional Breakdown of Syndicate Variety Stores, with details for cities of 100,000 population; and for \$3: Our "Directory of Limited Price Variety Syndicates."



Headquarters for Variety Store
Marketing Data

SYNDICATE STORE
Merchandiser

Largest Audited Circulation in the Variety Field

79 MADISON AVENUE, NEW YORK 16, N. Y.

For a half-hour recently, Andrew H. Brown (Amos 'n' Andy) was president of a bank. A pretty gal answers his buzzer and he says: "Better get *two* of them, we might break one."

Understand Howard Newton, copy-chief at J. M. Mathes, will have a spare-time column in *Red Book*. Nice work if you can get it, to coin a cliché.

In addition to forming a new agency (Brown & Weir), Walter Weir is finding time to write some fiction. And without paying card-rates to have it published.

NIT—"What's this 'fission' I read about in the atomic bomb stories?"

WIT—"That's where every sales-manager is a-goin' when he retires."

A later mail brings a letter from E. D. Merriam, sales-rep for Seemann & Peters, Saginaw, Mich., telling me there's a house-publication called "ACtion." Okay, Fellows; I don't pretend to know *everything*.

From the Alexander Advertising Agency in Colorado Springs comes this zoological intelligence:

Mr. Thompson, Sir:

I take exception to your definition of a chipmunk (SM Sept. 15).

Chipmunks, of which there are two species, "sliver cats" and "ground squirrels," make excellent pets. The sliver cats in particular are easily tamed and are very interesting little fellows. Given a comfortable cage containing a few branches for a trapeze, they will delight any lover of animals with their antics.

Not only that, they are a real delicacy. Sliver-cat broth will tickle the palate of the most finical epicure.

Who ever heard of a "cute" rat . . . or rat soup?

Sincerely,

B. R. Jones

Frankly, Mr. Jones, I never heard of a cute rat or rat soup or silver-cat broth, for that matter. Snails-on-toast, too, are a delicacy, but Ill take scrambled eggs and bacon.

Tup Way has found a bar called "Chez When." I like that. He thinks the grog-grotto of the Andrews Hotel in Minneapolis might be called The Merry Andrews Room. Still going strong, he suggests this headline under the picture of a gorgeous steak: "Challenge to a drool." Finally, he wishes the OPA could exercise rant-control over Bilbo, Rankin, et al.

T. HARRY THOMPSON

SALES MANAGEMENT



High School Art

Last spring, the U.S. Time Corporation held its second Ingersoll Art Award Contest for all high school students, under the auspices of Scholastic magazine. Regional juries in thirty-one cities selected the national entries. The national exhibition was held at the Carnegie Institute Galleries in Pittsburgh from May 13 through June 3, and a jury of distinguished artists made the Awards. Grand Award winners were each given \$100; forty-two Honorable Mentions received \$25.

The work of the Grand Award winners has again been published in full color in the U. S. Time Corporation 1946 calendar. Einson-Freeman, having produced the 1945

calendar, was again privileged to print the current one...but the popularity of last year's *doubled the print order for the 1946 edition!*

It is a source of considerable pride and pleasure to E-F to be entrusted with the reproduction of the work of these seventeen and eighteen year olds whose skill and competence far outruns their age. The Ingersoll Awards are not only worthy recommendation and fine encouragement of young talent, but the calendars themselves are advance notice of new, significant figures in American art... We have held out a number of calendars for your appreciation. If you would like one, let us know...

Einson-Freeman Co., Inc. • Lithographers

STARR & BORDEN AVENUES, LONG ISLAND CITY 1, NEW YORK



ELECTRICAL EQUIPMENT
NEW DEVELOPMENTS IN PRODUCTS - PARTS - MATERIALS
Including Electronic Equipment

THE ONLY NEW-PRODUCT PUBLICATION IN THE ELECTRICAL INDUSTRY

For Your 1946 Schedule
The first choice for advertising of electrical equipment by leading manufacturers . . . greater increase, since its start, in both space used and number of advertisers than any other electrical publication.

EE Also Publishers of Metal-Working Equipment

ELECTRICAL EQUIPMENT
Published by
SUTTON PUBLISHING CO.
60 EAST 42ND STREET, NEW YORK

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Retroactive Pay Increases

Since the relaxation of wage controls, we have granted retroactive salary increases to our sales force, some of them in effect extending back two or three years. In these cases we had not, prior to the relaxation, made application to the Government for approval. Now it is not clear whether these retroactive increases are deductible for tax purposes, or for what years they should be figured.

First, you are entirely within your rights in making increases retroactive to any date you choose. Internal Revenue Bureau states that such increases are fully deductible so long as they are "reasonable." (Extraordinarily big increases, or discriminatory increases to stockholders, for instance, could be ruled out.)

As the regulations are analyzed by one of the most outstanding firms of accountants and tax consultants, pay increases now authorized — even though for services rendered in prior years—are deductible in this year, for an accrual taxpayer. They are also deductible for a cash basis taxpayer, provided they are actually paid this year.

(In a case where applications for increases were filed in prior years and the payment held up awaiting a ruling, the increases were deductible in the year when the services were performed, if the tax payments are made on an accrual basis. If payments are made on a cash receipts and disbursements basis, the increase is deductible in the year in which it is paid.)

May Study WPB Data

We are told that much of the business and statistical information gathered by the old War Production Board is unpublished but actually available for study. How can these data be studied?

WPB's successor, the Civilian Production Administration, is inviting industry itself, and individuals and organizations offering professional services to industry and business, to help determine the extent to which additional tabulations of WPB materials can be useful in peacetime business.

However, CPA says it is unable to enter into correspondence or an-

swer mail inquiries concerning this program. It has set up a statistical research room in its Washington headquarters where the published information, together with supplementary files indicating the extent of the unpublished data, are available. This room will be open daily until Dec. 28 and firms wishing to have Washington representatives examine the data may do so upon application to Albert A. Eisenstat, Chief, Industrial Statistics Branch, CPA, Washington.

New Firms Stick It Out

Are there any official figures on the number and mortality rate of new businesses started as a result of wartime and post-war influences?

The Bureau of Foreign and Domestic Commerce found a marked increase in establishment of new business firms during the first three months of 1945 when about 130,000 firms entered business in the U. S. against less than 50,000 discontinuances during the same period.

The pre-war rate of entry and exit of business firms was about 100,000 every three months.

Definite figures are not available for the period after V-J Day, but the Bureau estimates a net addition of well over 300,000 firms to the business population during the current year. This will bring the total number of business firms to within 80,000 of the pre-war high.

The majority of firms new in 1944 and the first quarter of 1945 were in the retail and service trades. Of the estimated increase of 250,000 firms in all lines of business in this 15-month period, approximately 140,000, or 56% were in retail trade.

New Advertising Media

Are Frequency Modulation broadcasting and television expected to become major factors in advertising programs within the next year?

Present indications are that both FM and television applications will run into such a "Washington bottleneck" that expansion will be at a far less rapid rate than anticipated. Federal Communications Commission says that it is swamped with some 1200 applications for new stations and has a staff adequate to process only a third of this number—with the result that only a comparatively small number can be acted upon with-

SALES MANAGEMENT

Sell all PEORIA AREA
The Nation's Bright Spot
ILLINOIS' 1st Market OUTSIDE CHICAGO

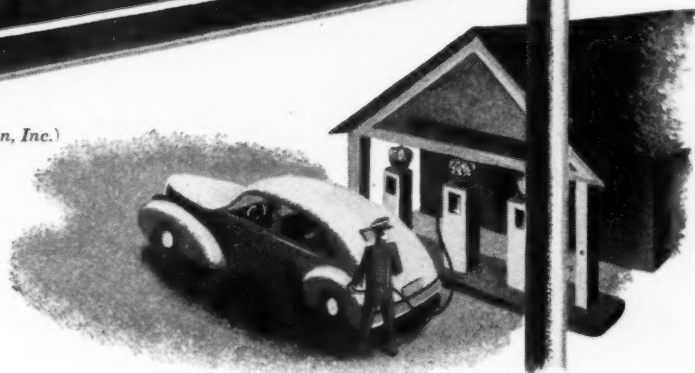
Sell the *100 Million Dollar County
—and 12 other Rich Peoria Area Counties
Completely...Economically

PEORIA JOURNAL
..And.. **STAR**
Peoria Newspapers Inc., Agent
WARD-GRIFFITH CO., INC.
National Representatives
OFFICES IN PRINCIPAL CITIES

FOR

**STANDARD
SERVICE**

(Agency McCann-Erickson, Inc.)



Booth newspapers are Standard media

Newspapers have always been a mainstay of Standard Oil advertising. Now, with unrestricted travel, Standard Service will look more than ever to newspapers to help build sales.

Booth Michigan Newspapers are an excellent example of newspaper advertising effectiveness. Their more than 360,000 circulation, 97.8% of which is home delivered, gives nearly 100% coverage of eight important

markets. Incomes in these markets are among the highest per capita in the world. Standard Oil advertising has appeared in all eight Booth Michigan Newspapers for many years. Whatever you sell, Booth Michigan Newspapers will serve you well.

For specific information on Booth Michigan Markets, call:

**Dan A. Carroll, 110 East 42nd Street,
New York City 17**

**John E. Lutz, 435 N. Michigan Avenue,
Chicago 11**

BOOTH *Michigan* **NEWSPAPERS**

**GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS**



is your **LETTERHEAD** *as fine*
as your product?

Here is a success story with far-reaching effect on the lives of millions of people. The Anchor Hocking Glass Corporation began as a small community business in 1862 and grew to be the world's largest manufacturer of household glass. Besides fine tableware and famous Fire-King oven glass, they manufacture superior glass containers that keep perishable goods and liquids fresh and germ-free.

The Anchor Hocking letterhead on Strathmore paper is a daily reminder of the fine products this company has to offer. Their letterhead is one way of proving their insistence on quality. Be sure you give your product the letterhead it deserves. The Strathmore watermark is your assurance of quality.

STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

YOUR WASTE PAPER IS STILL NEEDED! Paper salvage must continue, lest the reconversion program be impaired. Paper shortage can be a serious bottleneck. Continue to get your waste paper into the hands of your local salvage dealer or committee.

in the next year. FCC has asked for additional funds to enlarge its staff, but the House Appropriations Committee so far has not granted them.

Commerce Includes Selling

Does the Department of Commerce program for the aid of small business recognize the basic importance of selling, distribution, and advertising techniques?

Yes; very definitely. These phases of the proposed program will be under the personal direction of Alfred Schindler, Under Secretary of Commerce, whose personal record as a sales executive is well known. The Department proposes to establish, with the aid of business leaders, counseling staffs in every important business and industrial center in the country. High on the list of guidance and informational material which these staffs would offer, Mr. Schindler lists: "buying procedures, inventory practices, methods of selling, as well as display and advertising techniques." Counsel also would be given on such problems as general administration, production, location, capital requirements, market sources, selection and training of personnel—and even legal and tax matters.

It should be remembered that the whole program is merely proposed—it still awaits Congressional appropriations. Reaction from business circles is spotty. Some think it would be a good thing; others think it would be an extension of "bureaucratic incompetence" into new areas of private enterprise. If the plan is adopted, it may have far-reaching effects in the field of distribution and selling.

Media for Public Programs

What is the Government's "Media Programming Division" and what does it propose to do?

This Division was established under John W. Snyder, Director of War Mobilization and Reconversion, to correlate the information policies of the Federal Government on which public programs using the facilities of the Advertising Council are required. Its work includes: coordinating the various Government information programs, ascertaining their relative importance, determining the media to be used and allocating the information programs among the media selected. It is under the direction of Anthony Hyde, Deputy Director for Information and Reports, and is headed by Drew Dudley, onetime consumer sales manager of the William Wrigley Co.

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending December 1, 1945

The State of the Nation

RECONVERSION PROGRESS to date has been surprisingly rapid, even though the surface indications are discouraging—strikes, threats of bigger strikes, rumored "sit-down" by management unless OPA allows price rises, etc. But in the main, things are better than had been expected.

After V-J Day experts guessed that the Federal Reserve production index would drop from 210 down to 130. The actual September figure was 172. The October bottom was above 150. The best guesses in Washington are that the index will range between 160 and 175 during 1946.

The unemployment total seems to be around 2 million and while it may rise more rapidly within the next few months, present indications are that it will not go as high as earlier estimates.

The pre-war price index of consumer goods was around 100 and is now about 129. This is the average of all things consumers buy which enter into the necessities of living, but not the luxuries. The price trend is up, with Chester Bowles fighting a rear-guard action, and most businessmen favoring the abandonment of price controls.

Retail sales on a country-wide basis will rise to a new all-time peak this year, with Department of Commerce estimates putting the total at \$73,500,000,000.

The nation's gross Effective Buying Income figure will be well above last year. Increased employment in the early part of the year plus increased payments the last half of the year to members of the Armed Forces within the country instead of abroad were enough to counteract losses due to unemployment and strikes.

We are finished with the first phase of post-war recession—and it hasn't been too hard to take.

Wages and Productivity

LABOR WANTS MORE MONEY—and it needs more to produce the purchasing power the country must have. "But," says the average industrialist, "what assurance do we have that you will produce more if we pay more?"

Labor says it *is* more productive; management says it isn't. Output per man-hour has very definitely increased. Labor gives itself the credit. Management calls attention to better machines.

There may be a trend in figures for September production and factory employment. They show an increase in productivity running some 5% ahead of August, but it's too early to generalize.

One of the most astute remarks on job opportunities, high wages and high productivity was made by Ralph E. Flanders, head of the Boston Federal Reserve Board and Chairman of the Research Committee of the CED, in a *New York Times Magazine* article, November 18. He argues that high wages *may* result in just the opposite of high productivity "since the employe is thereby enabled to attain his ambitions with an even higher degree of absenteeism." Then he goes on to say:

"The attack on this problem must be a general one, through education and improved environment. *Perhaps the most effective part business can play is to advertise its wares so alluringly that the worker's wants are expanded.*"

Later on in the article he paints this picture of a *healthy* private enterprise system:

"A healthy competitive business system is a tremendous labor-saving invention. It enables consumers to cast dollar votes for what they want, after being subject to lively advertising campaigns soliciting those votes. No efficient substitute for this process has ever been found. A million

Selling the World on San Francisco

If San Francisco's invitation to locate the permanent headquarters of the United Nations World Peace Organization is accepted, it will be a tribute to community salesmanship. The invitation was submitted in the form of a 72-page portfolio, 14 by 18 inches in size, enclosed in sheet aluminum covers against a saddle-leather backing. It was produced in nine days by a task force of San Francisco advertising and public relations men. Here we see Carl J. Eastman, Pacific Coast Manager of N. W. Ayer & Son, Joseph H. Jackson, Literary Critic of the *San Francisco Chronicle*, and Van Allen Haven, Art Director of Foote, Cone & Belding, who were respectively director, editor and production manager of the project.



items or goods and services are tailored to match a million needs and fancies. Those which do not match fail and leave the market."

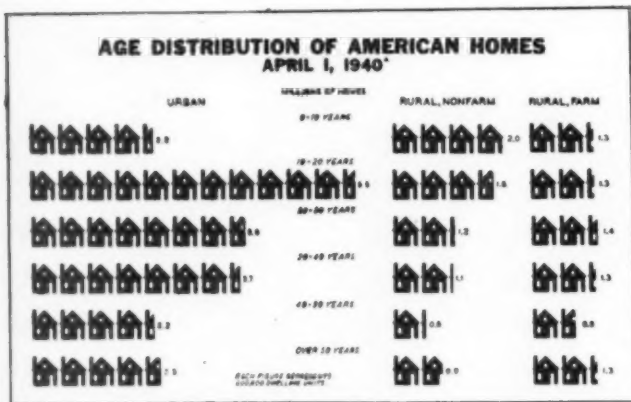
What the Public Thinks

THE ABILITY OF BUSINESS LEADERS to straighten things out after the war is questioned by the majority of American citizens. Ever since 1941 The Psychological Corp. has made continuing studies for the Association of National Advertisers, the most recent one being 5 thousand personal interviews made during October, 1945. In the survey the public was asked what it thinks of various aspects of reconversion, and the findings were released at the November annual meeting of the A.N.A.

Relatively few people think that the victory of the Labor party in England means that this country is headed toward Socialism; both government and employers rate fairly well in handling the change-over from war jobs to peace jobs but labor unions, by a conspicuous majority, are rated as having done a poor job; more than half of the people think that unemployment insurance has kept many people who were laid off from taking new peacetime jobs; the sharp swing toward greater optimism in post-war prospects which showed up in the April, 1945, survey was maintained in the present one, and in some respects even heightened, with people aware of the fact that taxes will be lower, and hopeful that wages will be higher.

But the hopeful eye is directed toward Washington and not toward business leaders. In answer to the question, "Who do you think can do the best job in straightening things out after the war: the Government in Washington; business leaders; labor union leaders, or others?" the answers show that reliance on Government is at a new high point.

ANSWERS	1941 Oct.	1943 Oct.	1945 Apr.	1945 Oct.
Gov't. in Washington	47%	42%	46%	51%
Business Leaders	26	28	21	22
Labor Union Leaders	5	8	8	9
All three together	7	9	11	12
Others or had no opinion	17	17	17	11



Courtesy National Industrial Conference Board

America is about to go on a home-building spree (see the Significant Short on this page) and will spend an average for the next 10 years, of \$7.3 billion for building in the East.

The most startling phase of the answer comes in the breakdown by social-economic groups. The Government in Washington gets many more votes than the business leaders even from the well-to-do and the wealthy people. The lower groups are overwhelming in their reliance upon Washington.

Significant Shorts

"Advertising Signs That Smell: In the past advertising signs appealed to the eye only. Now other senses are being seduced. The Broadway Association announces that the new electric advertising signs will reach untold heights of gorgeous grandeur, with such dream signs as these: a coffee pot etched in electricity which will belch real steam and emit the odor of coffee; a huge bouquet of electric flowers which will smell even sweeter than the common garden variety.

The Right Hand and the Left: Marshall Field, who publishes the newspaper *PM* in New York City, which doesn't believe in advertising and doesn't solicit or accept it, is also publisher of *The Chicago Sun* which welcomes all the advertising it gets. Last month Mr. Field made a talk before the St. Louis Advertising Club on "Advertising in an Expanding Economy" which, judging from the press release, was an extraordinarily able analysis on advertising as a social and business force. The talk was ignored by his New York paper.

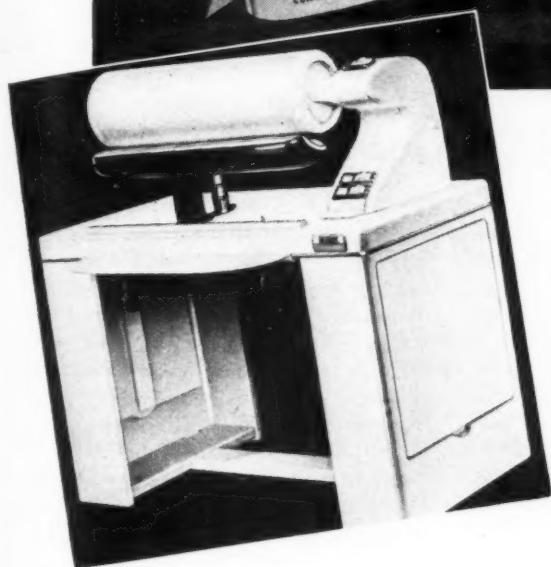
What Do You Mean—"Descriptive Labeling?" Most arguments and controversies work into the abusive stage before the parties involved realize that they are using different terminologies in talking about the same thing. To clarify the clouded terminology in labeling, Kenneth Dameron of Ohio State University went to marketing experts in business and Government, teachers, home economists and distributive education experts. His findings appeared in a recent issue of the *University of Chicago Journal of Business* and have now been reprinted. We recommend the study to all who are interested in labeling—and to others who may be plagued with confusing terminologies in other businesses. Write Dr. Dameron at Columbus for "Labeling Terminology."

When Will Construction Revive?: The F. W. Dodge Corp. released this week a study called "Construction Revival" which predicts an annual average construction volume of \$7.3 billion during the next 10 years in the 37 states east of the Rocky Mountains. This compares with a dollar volume of \$6.6 billion in the 1928 peacetime peak and \$2.5 billion estimated for the present calendar year. The study contains a statistical breakdown of 99,638 projects in design or preliminary stage and indicates whether they are planned for public or private account. The publicly owned work accounts for 73% of the volume. . . . Congress is so worked up over the sorry plight of the serviceman who can't find a home that even such a conservative Senator as Taft of Ohio has joined forces with liberals in calling for a great increase in public housing.

G. E. To Fair Trade Appliances: A newcomer to the growing field of manufacturers who avail themselves of the Fair Trade laws in 46 states is General Electric's small appliance department. Among the items included are irons, toasters, portable heaters, clocks and mixers.

PHILIP SALISBURY

SALES MANAGEMENT



JUST ONE OF 500: More than 500 top department stores have built window displays around promotional material supplied by Bendix on the Home Laundry. Bon Marche (above) in Seattle capitalized on the "At last it's here" theme. Another new product in the spotlight is the Bendix Ironer (left).

With millions of advertising dollars appropriated for magazines, newspapers, radio, outdoor signs and other media, the promotional barrage behind the post-war Bendix Home Laundry represents one of the biggest campaigns ever organized to sell a major appliance. The company is cashing in on strategy plans blueprinted many months ago.

Bendix, with \$90,000,000 Backlog, Trains Heavy Guns on Washer Market

Based on an interview by Lester B. Colby with

JUDSON S. SAYRE

*President and Chairman of the Board
Bendix Home Appliances, Inc.
South Bend, Ind.*

THE first Bendix Automatic Home Laundry was sold in September, 1937. All sales to the public were stopped, due to the war, in April, 1942. Between these dates 330,000 had gone into homes. Manufacture has been resumed, and Bendix Home Appliances, Inc., is starting its peacetime operations with orders on the books for nearly 600,000 units. These are actual orders from dealers, with down payments attached.

There is a great clamor for early delivery. Housewives of America are eager.

Two models are in production: the de luxe which sells for \$189.50; a less handsome model, built strictly for utility, selling for \$169.50. The demand is overwhelmingly for the higher price number. For this reason orders now in the backlog total more than \$90,000,000.

"The washing machine industry said

we couldn't do it," says Judson S. Sayre, president and chairman of the board. "Very early, when we were just starting, we talked with manufacturers, distributors and dealers. They told us, almost to a man, that we might succeed if we got our price down under \$100. They were convinced that the housewife would not pay more.

"Faced with this almost unanimous verdict, we decided to ask the housewives themselves. We invited groups of them, club women and others, to see demonstrations. We showed them what the machine would do. Then we asked them to write down on paper what they would be willing to pay for such a machine. The prices they suggested ran from \$200 to \$500. That

was enough for us. We went to work."

Before manufacture was started, Bendix made a survey of 400 washing machine dealers. One question asked was:

"What's wrong with your business?"

"There's no money in it," came the reply. "The profits are all in the back room—trade-ins."

The answer to the problem, based on these findings, company executives contended, was a simple one: Give the women what they wanted, a better machine, one that would do the job; give distributors and dealers a sufficient mark-up to encourage them to get out and sell.

"We felt that we were creating a new industry and said so," Mr. Sayre remarks. "We were doing a wanted job. We felt that the Bendix Home Laundry was as much ahead of the old-fashioned washer as the vacuum cleaner was ahead of the broom; as important an improvement as the mechanical refrigerator was over the ice box. We had something every woman would want."

The better mouse trap theory is very plausible, in theory, Mr. Sayre concedes, but he is not so sure of it in practice. Nothing sells itself, at least not in volume. So the Bendix company is going into peacetime sales with a \$3,000,000 advertising and sales program which has been carefully set up after many months of study by a carefully selected staff of experienced executives.

"My department heads often refer to me as Mr. Calendar," President Sayre says with a smile. "That's because I'm always referring to the calendar, programming ahead, looking at future dates. We kept our organization together all through the war because we could see that the day would come when we would need it. Many months ago we began to add to it, selectively."

No Over-Night Sales Force!

"You can't rush out and grab an experienced, high-class sales organization over night. I've been watching for good men for years. Wherever I've gone, as I talked with executives, I've asked them about good men. Questions would go like this: 'Who is the best man who calls on you? What salesman gives you the best service? Who is the one you are glad to see when he comes in?'"

"I've jotted their names down. In time I compiled a good-size list. Some of the men I had never seen. I knew them only by reputation. When the time came I began to skim them off, capturing the cream. I believe that happy men are the most successful



JUDSON SHIRLEY SAYRE was graduated from Ohio Wesleyan University, class of '20. While taking graduate work at Columbia University, he became sales promotion manager of a large Manhattan Y. M. C. A. A short time later he joined the Alexander Hamilton Institute in a sales capacity and traveled through Texas, New Mexico, Arizona, Colorado, and Montana. Later he trained all new salesmen in the middle west.

He resigned in 1925 to become a branch manager for Kelvinator where he advanced, by 1929, to the post of na-

men and do the best job. To make them happy they must be well paid. I started to bring these men in a year ago.

"With my eye on the calendar, we had our sales and service training material, copy, plates and everything all ready last February 1. When it was completed and set we put it on the shelf to wait. It hadn't been just thrown together. Before building it we had called in a panel of our 10 best pre-war salesmen. The job had been done by compiling their best ideas and assembling them.

Rigid Training Schedule

"We started training our service men about the middle of June. We started to train our sales staff August 10. Always we were watching the calendar. When the war ended we had 79 distributors and 8,400 dealers, covering the entire United States, all ready to go. This compares with 4,500 prior to the war. The new ones were all signed up within the last year.

"Within 30 days after V-J Day we had all of our dealers sampled. We were the first sales organization in the Nation to accomplish this. It was done through team policy; through keeping an eye on the calendar. We had four regional managers and 11 district managers all prepared and ready. Production, advertising and sales training were all organized in advance, according to the calendar."

Bendix Home Appliances does not "manufacture" in the strictest meaning of the word. It "assembles." Parts are supplied by some 125 manufacturers. The idea is that each parts manufacturer is a specialist and can therefore do a better job. Output is now running from 450 to 600 units a day. The assembling is done by the Clyde

Porcelain Steel Products Co., Clyde, O., and the Ingersoll Steel Division of the Borg-Warner Corp., Chicago.

Some of the parts manufacturers were recently found to be a bit doubtful that the 600,000 backlog of orders was real. They began to say, "Yes, we know you tell us it is so. But divided by what?"

The Bendix answer was to invite them to South Bend for a day and for a dinner. Approximately 350 men, representing the 125 companies, came in response. Speakers, with charts, maps, blue prints and statistics, went over the whole picture.

"The order for the next 12 months is 600,000 machines," they were told. "The schedule is 50,000 a month. Forget that up to the start of the war our all-time production was only 330,000 units. We want motors, valves, timers, door handles and hinges, everything down to the last screw, on a basis of 50,000 units a month. There's no kidding about it. If you are to supply us you must be ready to deliver—and on exact schedule. We know what we're talking about."

To spur their enthusiasm, the visitors were told more than just what sales were in sight and what orders were waiting delivery. The story included the picture of how Bendix Home Laundries fitted into the market; how salesmen were trained; how 3,000 women are being trained to follow the units into the homes to teach housewives how to operate the machines, even to such small details as what soaps to use and how much and how hot the water should be.

"We don't tell women that they do not know how to wash clothes," Mr. Sayre pointed out. "That would not be diplomatic. What we tell them is that our experts, after careful study, and knowing our machines, have

Meet Mr.

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division
Bendi
best
the
Bendi
called
joined
years

Mr. Sayre:

tional sales manager. In his next post with Montgomery Ward & Co., he was in charge of all appliances.

Mr. Sayre went to the Radio Corporation of America in 1935 as assistant to the president of their manufacturing division. A year later the late Vincent Bendix searched the country to find the best available sales executive to direct the design, manufacture, and sale of Bendix Home Appliances. Jud Sayre was called in to give his advice. Result, he joined Bendix as vice-president. Five years later he became president.

worked out a method that is superior. We say that if they will follow our rules, carefully, they will get better results easier and quicker."

All of these details were given to convince suppliers that they had a definite and assured job ahead of them. "Unless you can deliver when you get an order from us . . . and no guessing," they were told, "we don't want to do business with you."

To further impress parts manufacturers, the story of the coming year's advertising and sales program was taken up in detail. Approximately one third of the budget has been allocated to magazines with national circulation. Insertions have been scheduled for *The American Weekly*, *Better Homes & Gardens*, *Good Housekeeping*, *Ladies' Home Journal*, *Life*, *McCall's*, *Parents' Magazine*, *The Saturday Evening Post*, *True Story*, and *Woman's Home Companion*.

This means that about \$1,000,000 will be spent during the year in magazine advertising. In addition, cooperative advertising with dealers, mostly in newspapers, should total another \$2,500,000. Electrical signs and floor displays of various kinds will amount to a possible \$1,400,000 more. A heavy spot radio campaign and outdoor posters, 24-sheet and painted, is in the program. It gets to be important money.

Seven types of neon signs have been designed and are going into the hands of dealers. These include a spectacular outdoor sign, a canopy sidewalk sign, a counter sign, a sidewalk sign, a window sign, a wall sign, and an aisle and window sign. The outdoor neon sign is 11 feet high; the neon wall sign 13½ feet wide; the sidewalk sign, double faced, 6x3 feet. Others range down in size to the counter sign, only 11 inches wide.

More than 3,000 of the big outdoor signs, 13½ feet wide, (flat wall), 11 feet high (vertical) and 6 feet (horizontal) have been sold to dealers, the company paying half of the cost. Other signs have been taken by all of the 8,400 dealers. More than 7,400 dealers have arranged for the Bendix prepared showroom floor displays. These include background material with a demonstrator unit plugged into a wall socket. There are four types of floor exhibits:

1. Department Store "Departmental" Display—for use in the appliance section, to distinguish the Bendix from all other appliances; 7½ feet high, 8½ feet wide, 2½ feet deep. (Approximately 500 department stores have them.)

2. Department Store "Spot" Display—to be placed almost anywhere in the store—an eye-catcher.

3. Dealer's "Jewel" Display—designed for demonstration purposes in the center, rear or some other strategic spot in the store; 7x8x1½ feet.

4. Junior "Spot" Display—for point-of-sale display where floor space is at a premium.

Stress Window Displays

Window displays are an important part of the program. These are beautifully printed with lavish color, with a life-size reproduction of the Home Laundry. They are attention-getting and can be on display day and night. Window streamers in a variety of sizes and shapes are available; there are handsome decalcomanias. Also, at order of dealers, are line folders, 4-page folders and stuffers. These are in color and are potent business builders.

Another item in the promotional program is a 4-piece, direct-mail postcard mailing, with a program for mailing set up for the salesman who will follow with calls. The postcards are printed in two colors with space for the dealer's imprint. If the dealer likes, he can have a special Bendix letterhead, smart looking, with matching envelopes. Each letterhead carries a picture of the home laundry. Book matches, too, are used freely.

A 16-page, full-color booklet tells how to plan a "modern, labor-saving, work-free home laundry." It also tells how to do home laundering in easily understandable, non-technical language. And if this is not enough, there's a technical handbook which blueprints all needed information about installations, etc.

Very soon, too, now that film is again becoming available, Bendix will have ready a series of technicolor movie shorts for showing us trailers in local motion picture houses.

The Bendix Home Appliances man-

agement does not believe in giving its advertising and promotional material "for free." It works on the proven theory that the dealer will make better use of material if he has investment in it. He then orders what he thinks he can use—and uses it. So far, since the campaign has started, dealers have ordered *eight times as much promotional material in dollars as at any time in the organization's history*.

A careful check of orders received to date reveals an interesting fact: The lower income group is placing its full share of orders for future delivery. The answer to this is believed to lie in the fact that "the poorer one-third" work harder and are more anxious to obtain work helps. Recognizing this, arrangements have been made to develop a payment plan for them.

All this adds up, probably, to the greatest and most intensive drive ever put behind any single home appliance in the history of American business. It means, too, the biggest manufacturing program, in dollars, ever contracted for since the appliance business was born. It proves, by the cost per unit, that the housewives of the Nation stand ready to pay a premium price for a better washer.

"We realize, fully, the need of organization and teamwork to do the job," says President Sayre. "Thrown into the campaign will be 8,400 dealers; 25,000 carefully trained retail salesmen; 9,500 trained installation and service men; 3,000 field women who will give housewives instruction in how to use the machines.

"In building a sales organization I'd rather have efficient people than large numbers of them. I'm not after All-Stars. I prefer 100% loyalty and 90% ability to 90% loyalty and 100% ability. I believe in planned schedule and timing.

Benefit of Pre-Training

"Many months ago, in a conference with my department heads, I told them: 'Some day you will hear that the war is over. When that day comes I don't want any of you to say—What do we do now?' The thing that I meant to impress on them was that we had to anticipate the war's end, have our plans all made in advance.

"We would not be where we are today—with organization, distribution, dealers and orders—if we had not begun our post-war program, and started laying careful plans to perfect our machinery, almost as soon as the war started. We had, long in advance of V-J Day, all of our machinery ready. That's why we are set to deliver \$90,000,000 worth of Bendix Automatic Home Laundry's in the next 12 months."



Blackstone Studios

PULSE-FEELERS . . . Elmo Roper and Joshua B. Powers are combining their respective talents (Mr. P's knowledge of foreign markets plus Mr. R's know-how in research techniques) to form a new corporation, International Public Opinion Research, Inc. They'll extend methods of marketing and public opinion research to Latin America and elsewhere to provide American business with facts about the Latin lay-of-the-land in Re: American politics and business policies. Mr. R is responsible for Fortune's widely quoted Surveys of Public Opinion. Author of the column "What People Are Thinking" he acts like a mother hen to his staff of pollsters. Mr. P. emigrated to South America soon after the first World War, built up the cable news service of United Press in S.A. Before the war he used to turn up as regularly as a summer squall in offices in London, Paris, Rio, Buenos Aires.



Affiliated Photo—Conway

THEY'RE IN THE NEWS



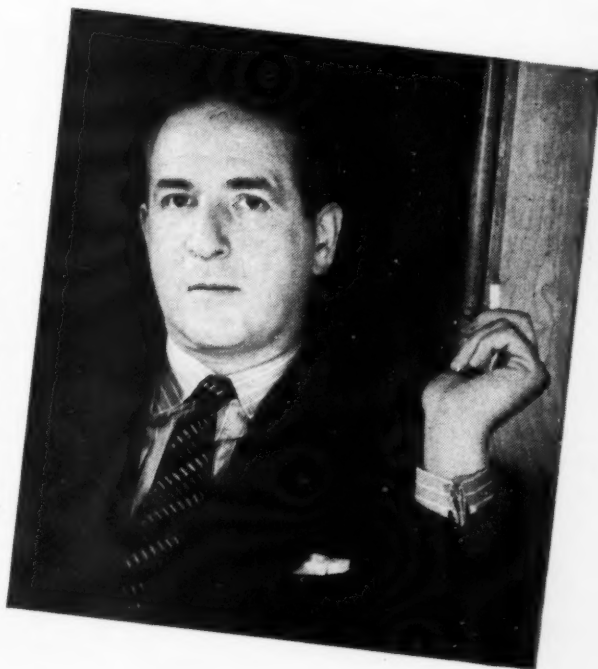
FLY YOUR PIANO, LADY? It's a cinch, thanks to Robert W. Prescott, (the happy gent in the middle) a former "Flying Tiger," who dreamed up the idea for his flying-vans while delivering the goods to Stillwell, via the China Hump. He talked seven of his buddies, flyers of the same outfit with more than 4,000 trips over "the Hump" to their credit, into throwing in their lots with him. Used his veteran's priority to buy 14 Conestoga cargo planes, pulled a wise-apple by selling six for enough to cover his down payment. On his first trip he carried cargo plus 21 business men, who were glad enough for the ride, even with the accompanying discomforts. Now he moves everything—from baby chicks and the first bulbs in from Holland, to race horses and a bunch of sailors on leave. Most of his Tigers kicked in their savings to help finance the company. Their wives pitched in and did office work. Current report on the "Flying Tiger Line,"—Ceiling zero.

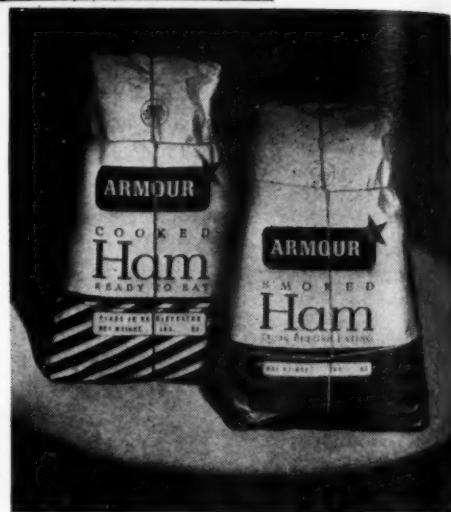
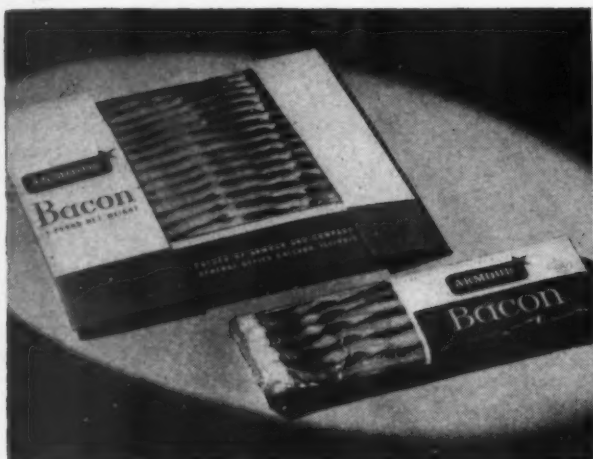
VERSATILE . . . First lady of the Bendix Personal Aviation Radio Sales staff (newly appointed) is, after you digest the title, a former WASP, Miss Lee Koutz. If that sounds like a big title and a bigger order for a pint-size Miss, have a look at the record. The personable Miss Koutz has worked for Glenn L. Martin Co. (did a series of surveys on job evaluation in merit ratings and labor management problems), radio station WFBR, where she arranged everything, public relations-wise, from tea parties to publicity for select accounts; she's been personnel directress at Frankfort Distilleries, Inc., is a member of the Maryland Flying Club. Swears that her main hobby is the study of human relations. Dabbles in art, swims like an Aquacade belle—but she's happiest up where the ozone makes an oxygen mask a very handy thing to have around.



LET 'EM EAT ANHYDROUS . . . is the current maxim of Clarence Birdseye. He's had 'em eating Frosted Foods (he introduced them) since 1930. Now his anhydrous foods (to distinguish them from ordinary dehydrated edibles), have been announced, gladdening many a weary pack-toter, who'll be able to take home a week's supply of vegetables in a small paper bag. They'll be ready in 1946, require a scant 12 minutes from the package to the table. Brooklyn-born Mr. B. has been interested in the preservation of things since he was five. At that tender age he presented his mother with a carefully-dressed, silky mouse skin; she mounted it on blue flannel as a desk ornament. Sold frogs as snake food to a zoo to pay college tuition. Organized General Foods Co.—purchased in 1929 by General Foods Corp., which introduced his Frosted Foods. He's been working on the anhydrous foods, made possible by his quick-drying process, since 1939. (See page 135 for a complete story of the new Birds Eye products.)

CHAMPION OF THE MASSES . . . Dan Cooper, a big rangy gent out of Orange, Virginia, designs fabrics, furniture (much of it demountable), household equipment for the great middle-class. His work isn't middle-class though. It's hallmarked with taste, clean simplicity, looks like it cost three times the price. With Dorothy Liebes he just judged the annual International Textile Competition for textile designs—an honor accorded only to the designing great. Rara avis, he studied medicine and architecture at one and the same time (University of Virginia). Says the medicine's stood by him almost as well as the architecture. "Designing is half psychology." After college he studied all over Europe, went back 16 times for "refreshers." No employee, in his right mind, ever leaves Mr. Cooper's stunning six-floor studio-home. Each year he takes a generous share of the firm's profits, divides it equally among his staff. In 1938 he designed the interiors and furnished the Collier's House of Ideas on Radio City roof, which broke all existing attendance records.





Thus far Armour seems to have no challengers when it claims sponsorship of the biggest package restyling job ever done in the food field. Here the company's sales chief explains the management thinking behind the huge changeover program already under way.

Armour Repackages Full Line to Gain Fresh Shelf Appeal & Family Identity

Based on an interview with
F. W. SPECHT
Vice-President and General Sales Manager
Armour & Co.
Chicago

ARMOUR and Company, established in 1867, is relabeling and repackaging its entire line of meats and food products. It is the most extensive and most ambitious program of the kind in the history of the food business. Never before has any company with so large a national distribution undertaken to modernize so many items as are involved in the Armour program.

The step is the result of a circumstance that had grown up during the 78 years of the company's business life. As Armour and Company's business developed and new products were added, labels and packages were de-

signed to sell those products. Label changes were made from time to time on individual products and classes, but there was no uniformity.

The general management in recent years, as a result of all this, came gradually to the rueful decision that in packaging and labels Armour products lacked "family resemblance." The consuming public, it was felt, was vague in identifying many Armour items as coming from Armour. That meant that the company was not properly cashing in on the established Armour name and reputation.

Too, methods of merchandising were undergoing change. In recent

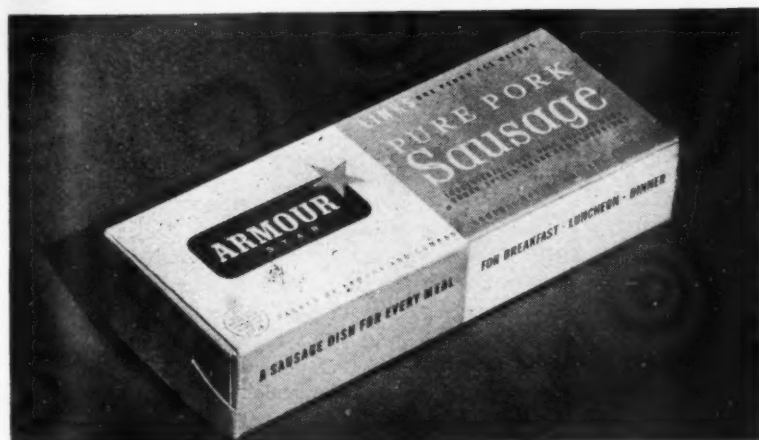
years there has been a steady swing to self-service. A published survey made in 1944 indicated that 18% of all independent food stores had changed over to complete self-service and that these were doing 30% of the independent food store business. In addition, 54% of them had semi-self-service arrangements. Only 28% of the stores had old-style counter arrangement and these were doing only 22% of the business.

On top of all this it is an accepted fact that practically all of the chain stores now operate on full or semi-self-service. Upwards of 80% of the volume in package items immediately post-war, it is indicated, will be exposed to self-service sale. There will be an increasing reliance on display in the meat department.

This means, of course, that more packages are purchased on impulse. The housewife automatically selects the package that attracts her eye, and

SALES MANAGEMENT

SHOPPER-STOPPERS: Armour's newly designed packages are a triple-cinch to catch the housewife's eye: the trade-mark is distinctive, the product name is easily visible, descriptive material is reduced to a minimum. And they're all color-keyed to facilitate product recognition and to harmonize with any scheme of wallpaper, curtains, paints and finishes. They're stand-outs on any grocer's self-service shelf.



women buy about 90% of all foods. She also reaches for the known and accepted brand, the product of the house in which she has placed her faith. Nationally known names and brands, well advertised, have the edge.

"Armour labels were not bad; we did not contend that," says F. W. Specht, vice-president and general sales manager. "Many of our labels were excellent and they have sold many millions of dollars' worth of our products. However, after studies and surveys, we decided that there was one thing outstandingly wrong with them. You had to get close to them to recognize them as Armour's."

"It was the lack of family resemblance that struck us hardest. The old Star ham and Star sliced bacon label

stood alone—not like any other Armour label. Then take Cloverbloom butter and Treet. The labels were so different that they appeared to be made by different manufacturers.

"We felt very certain that if all our goods were quickly and easily identified as Armour's, our butter, for example, would help to sell our Treet and our ham would help to sell our lard. It would work that way straight down through the entire line. Our old labels surely were not doing that job."

"Packaging and labeling has advanced generally in recent years. Some of our labels were simply outmoded. We could no longer afford to put packages on shelves that faded into the background when shown side by side with those of competitors. We



wanted labels that would stand out, attract attention, make sales.

"Our relabeling program was started several years ago but was delayed and interrupted by the war. However, research and studies were continued. We were working to correct a misguided principle that had, somehow, got loose."

The Armour repackaging and relabeling program was developed under the direction of F. W. Specht, vice-president and general sales manager, and Raymond Loewy Associates, New York City and Chicago, who specialize in industrial and package designing. Various divisions within the Armour organization also cooperated. Sampling tests were run and the home economics staff made consumer tests. Proof of public acceptance of the new packages was thus assured in advance of the zero hour for introduction.

To date, designs have been completed or are scheduled for 472 new packages involving 110 different items. Tabulated, these are as follows:

Department	New packages	
	Products	or labels
Canned meats	52	179
Dairy and Poultry . .	7	154
Fresh Sausage	20	65
Refinery	7	35
Smoked Meats	14	22
Dry Sausage	10	17
Total	110	472

Each grouping in the "family" will have its own identifying color to "key" it according to its department. Up to now the company's products have had no distinct color treatment by divisions. This is how the color scheme works:

All canned meats will be identified with claret red; all sausages by burnt orange; smoked meats by cedar red; dairy and poultry, including evaporated milk, with dairy blue. In the refinery division lard will be spring green; shortening, Nile blue; margarine, autumn yellow. Housewives generally think of lard as "hot," something sizzling, and to offset that a "cool" green was chosen.

Psychological values were weighed and considered in selecting the colors. Those known to have feminine appeal were favored. In contrast with the present tendency to use primary colors in food packaging, the Armour colors are muted—softened by the use of white or mixed with gray.

"We have tried to get colors that a woman would be glad to have on her kitchen shelves," Mr. Specht points out. "The Armour colors, grouped, all harmonize. They fit into almost any background."

"At the same time, in mass, they stand out on store shelves and they are doing the job we want them to do—telling the world that they are Armour. It has rather startled even us, after all of our study and planning, to see how the packages which are now out under our new label identify Armour in meat cases and on grocery shelves.

Spotlight on the Trade-Mark

Beyond everything else, and outstanding, in designing these new labels is the new Armour trade-mark. Every package, regardless of grouping or color by division, has one thing in common: the oblong panel, with rounded corners, with the words, "Armour Star," printed in reverse, white lettering on maroon. On the upper right-hand corner, partly on the maroon panel, is the familiar Armour star. The color of the star indicates the division or the product's origin; that is, canned meats, claret red; sausages, burnt orange; dairy products, blue, and so on.

To guarantee against future deviation in use of colors, all colors are specified by ink formulae, documented by the manufacturer's name and number to assure uniformity. Type faces used were selected with equal care. Specially designed, these were turned over to expert typographers who developed sets of alphabets of proper size for each package as an aid to engraving reproduction.

Specialists in typography were also given the task of working out the treatment of product descriptions and other printed data required for certain types of packaging. Armour has a wide variety of products, and these, as well as the foods, must maintain the kin-

ship in label design. The result is that even the typing on every package is reduced to formula.

Basically all of the above might be reduced to the following brief fundamentals:

1. A strong recognition symbol was desired. This symbol, simply, was an outstanding trade-mark so placed on each label that it would dominate the package.

2. The product name clear-cut and easily visible but not overshadowing the Armour name and trade-mark.

3. All descriptive matter reduced to minimum; necessary product listing as required by Government regulations, including inspection marks, as brief as practical.

Fanfare for Each Product

"Treet" was the first Armour product to be introduced to the public in the new package and under the new label. This was put into distribution in September. The new margarine package was introduced in October. It may be that the reconversion to a peacetime status, in the months to come, may affect the program. Unless it does, new items will be introduced to the public in the new dress from month to month until the entire program is complete.

Considerable fanfare and advertising will accompany the appearance of each product. Full-page, full-color advertisements in *Collier's* and *Life* told the story of the new "Treet" package to the public. Hedda Hopper, Hollywood radio chatterbox, told about it on the air. An advertising strip was used in the color comic section in 16 leading newspapers. Armour trucks everywhere carried posters on their sides. Armour salesmen supervised the building of floor, aisle, shelf and counter and meat case displays. And everywhere Armour salesmen went, making calls on outlets, they told a carefully planned story of the new "Treet" label. Nor was that all—

They took advantage of the first package in the campaign to lay the groundwork for the program to come. It was made a major assignment for every man in each sales unit to inform, fully, every salesman dealing with the public as to the coming program and convince him of its importance in building sales. Salesmen were schooled in methods of building enthusiasm for the new labels. They were told that tests proved a favorable reaction among women.

"Promote the new labels as a merchandising asset that will put dollars in dealers' cash registers," they were told. "Tell the dealer its advantages and make him understand what it will

do for him. Make this program register definitely and quickly in every territory."

Selling an organization as big and as long established as Armour's on a program of relabeling and repackaging is not a simple thing, according to Mr. Specht. The company knew what it wanted to do several years ago and had not come to the decision overnight. Considerable research was done before broaching the subject.

At first, in conferences and meetings, the subject was guardedly brought up to get reactions. Armour found that some sales managers had never given packaging much thought.

"That should not have surprised me, nor did it," Mr. Specht says. "Men concentrate on their particular jobs. We all see our immediate world. It wasn't until we had pointed out the dissimilarity of packaging in the various departments; how one product emphasized the product name and minimized the name of Armour; how another department played our Star Brand heavily while others slighted it; how color and packaging and typing employed by various Armour departments revealed no kinship, that many of our men really began to give the idea thought. When they got our viewpoint they started to think as Armour men, rather than department men, and became enthusiastic for the change.

Packaging Psychology

"We saw that whenever other Armour departments popularized and sold Armour products it was increasing the sales of their department. They saw displays of other Armour products, on store shelves, helping to sell the products falling in their departments. They realized the value of an outstanding Armour trade-mark.

"I think there is some very good psychology in what we are doing. The human mind is such that it needs some symbol to rally around.

"I am convinced that when we get all of our first line Armour products established under our new labels; after we have made the Armour trade-mark our flag; when we all fight unitedly for a single symbol—then I think we will get far better sales teamwork.

"It seems to me that the public will respond to the Armour name far better when it is easily recognized on all our products. In the 78 years that Armour and Company has been in business it has built confidence in Armour products. Then why not make the most of it? Let all of our products be easily recognized as Armour products. I know that it will make our advertising more effective. And over the years we spend millions in advertising.

Milkmaid Makes Cosmetic News With Color-Constant Lipstick



NOTHING FICKLE ABOUT THIS LIPSTICK: "Red Currant" reflects the same true tone whether seen under artificial lights or relentless sunlight. It was produced with the cooperation of Sylvania Electric researchers.

Many a damsel who "drew a mouth" in the afterglow of sunset has been shocked into goosepimples when, three hours later, she caught a glimpse of her face in a restaurant mirror. Her Poppy Pink lips were now a dirty lavender and she looked like she belonged on a slab in the morgue. Thereby hangs a tale of new sales appeal.

BY TERRY ARMSTRONG

WHEN the term *revolutionary* best describes a new product, a promotional program that will fittingly introduce and pace that product's market acceptance becomes a major problem.

Such a problem recently confronted Milkmaid, Inc., New York City, when it achieved what cosmetic chemists have long struggled to produce—a lipstick which would remain color-constant under all types of lights. Here was a sensational product which, if

given the proper initial presentation, could become a valuable agent in obtaining wider recognition and distribution for the entire Milkmaid line.

Milkmaid, Inc., in its five years' experience had established a substantial but select and steady market for its products, chief of which are creams, lotions, and emulsions which have a genuine milk base.

A few short months ago, while the sensational lipstick was still more-or-less in the "dream" stage, Milkmaid

discussed possibilities of expanding the market for the line with Newell-Emmett Co., advertising agency, New York City. While Newell-Emmett had never before considered taking a cosmetic account, it recognized in Milkmaid products certain sales appeals lacking in other beauty lines. Furthermore, the idea of a lipstick that remained color-constant in all types of lights suggested an intriguing job for the Public Relations Department.

First off—Sylvania Electric Products, Inc., New York City, one of the Newell-Emmett accounts, was contacted. Its research engineers heartily agreed to cooperate with Milkmaid laboratories' technicians toward the perfection of the color-constant lipstick.

"Color Box" Testing

At Sylvania's laboratories four separately lighted "color boxes" were constructed, using the familiar incandescent light, and the three colors of modern fluorescent light: *standard white*, which is faintly yellowish, and used chiefly in homes; *daylight*, the candid blue-white used for color-matching in retail shops, and in many factories and offices; and *soft white*, a pinkish tone preferred by restaurants and night clubs.

In each of these four boxes were placed such fashion items as gloves, scarves, couturier fabrics and an assortment of lipsticks. Time and time again, clashing, and quite discouraging, effects resulted when the lights in the color boxes were switched on. Colors which were alike under ordinary light now ranged from an orange cast to a decided purple. Not one lipstick remained true-to-shade.

Repeatedly the experimenters went back to work with the basic dyes with which all lipsticks are tinted. Finally the long process of trial and discard brought its reward. The proper balance of dyes was discovered, producing a shade which varied slightly in *depth* under the different lights, but remained constant in *color* under all.

Agreeing that they indeed had a new product which could provide the "kick-off" for Milkmaid's greater expansion program, Milkmaid and its advertising agency determined to give it a name by which it might be most dramatically introduced and promoted. In selecting a name it seemed advisable to be consistent with Milkmaid's policy of naming various shades of lipsticks, rouges and face powders after fruits and vegetables. For instance, already in the line were rouges identified as "Carrot" and "Strawberry Pink" and face powders called "Peach" or "Apricot."



SUGGESTIONS FOR WINDOW AND INTERIOR CASE DISPLAYS are included in the sales promotion brochure Milkmaid sends to department stores. Display managers as well as cosmetic buyers, and advertising managers receive a Milkmaid brochure.

Suggestions for scores of names presented themselves, but eventually all were discarded in favor of "Red Currant." Not only was it consistent with Milkmaid's product-naming policy, but it also furnished top-notch material for advertising copy. It inspired the slogan "Red Currant Is the Current Red."

Now for the first time in cosmetic history here was a beauty product which had been produced with the cooperation of one of the country's largest lighting companies—and which, in addition, received the immediate and enthusiastic blessing of one of the top women's magazines, *Glamour*, a magazine with wide readership among young career women—and a publication which had been closely following and encouraging the development of the color-constant lipstick—hailed its achievement with a feature article in its November, 1945, issue.

Glamour Makes Survey

Glamour's interest in Milkmaid's Red Currant (color-constant) Lipstick was further evidenced when it included a special questionnaire on the beauty aid in its monthly bulletin to its organization of *Glamour* councilors. This organization is made up of 500 young women—chiefly junior executives in cities throughout the country—who report their reactions to fashion items and trends as presented in *Glamour*. In this case they were asked to try the sample of Red Currant Lipstick which was being sent under separate cover by Milkmaid, Inc. They were also asked to tell what influenced their selections of lipsticks and what type of containers they preferred—metal or plastic cases. For the benefit of the cosmetic industry as a whole, Milkmaid, Inc., and *Glamour* agree that the findings of this survey should be available to any cosmetic manufacturer desiring them.

Milkmaid, Inc., and its advertising agency, from the moment Red Currant (color-constant) Lipstick had been perfected, had been planning a means for obtaining a wide, though



selected, distribution for the product in as short a time as possible.

The device they created is newsworthy because not only does it tell the complete story of the product, but it actually explains how a department store can obtain the maximum results from Red Currant sales helps and publicity. It is complete in one brochure, the cover of which is a reproduction of the November *Glamour* cover. The inside front cover is an illustration in color of the effect of four different types of lighting on lipstick as revealed in the Sylvania laboratories' tests. There is also a complete reprint of the *Glamour* article on the color-constant lipstick.

Because its purpose is to serve as a sales promotional manual for the new product, extreme care has been taken to send a copy to all Milkmaid representatives and the stylists, advertising and sales promotion managers, and display managers, as well as cosmetic buyers of a selected list of stores.

Department store display managers particularly, the company felt, should have a copy in their hands for they are responsible for sales-making displays and are all too often the "forgotten men" when manufacturers prepare new product information or display material for department stores.

The text in loose-leaf form includes:

1. A list of the special sales appeals exclusive with Red Currant.
2. Suggestions for colorful promotion of the new product.

3. Suggestions for compelling advertising copy.

4. A list of the point-of-purchase material available.

5. Information about the press releases with action photographs of models that are being sent to beauty editors in various cities, with letters calling special attention to a store's presentation of Red Currant.

Also included in the brochure are two photographs: one a suggestion for a striking window display, the other for an interior case display. The manual even goes so far as to tell the advertising and display managers where such display materials as artificial red currants may be obtained.

In addition, there is a proof of a quarter page cooperative advertisement on Milkmaid's Red Currant Lipstick, the mats for which are available.

Has Milkmaid's method of promotion really clicked? If the fact that in a scant two weeks' time over 90 stores out of a selected 200 have demanded Red Currant is any indication, it has. Indeed, Milkmaid laboratories are hard put to keep production up to the demand.

Plans call for a national advertising campaign on the entire Milkmaid line to break in February. The schedule includes ads in *Charm*, *Glamour*, *Harper's Bazaar*, *Mademoiselle*, *Seventeen*, *Vogue* and *Beauty Fashion*.

However, in this campaign very special emphasis will be placed on the Cleansing Cream and Skin Emulsion, the products with which Milkmaid established the nucleus of a select market.



We, too, have our hands full this time of year.

For us, December 24 and 25 are always busy days at Long Distance switchboards—and they will be busier than ever this Christmas. There will be unavoidably long delays on Long Distance and some calls may not get through at all.

You will get quicker service a few days before or after the holidays.

BELL TELEPHONE SYSTEM





Continental Can Campaign Resells Brewers on Beer in Tins

I'LL be seeing you soon . . . Connie." Blood rushed to the faces of some 500 brewers when they recently received that message on a picture post card of the Statue of Liberty.

There were three days of agonized memory-racking . . . and then relief came in the form of a package from Continental Can Company. Inside the package was a kodachrome picture of "Connie"—a perky little blonde (a Powers model) in a bellhop's uniform acting out, in charade-fashion, the caption, "Continental Makes All Three." The "all three" referred to three beer cans at her side—the 12-oz. and 32-oz. Cap Sealed types, and a 12-oz. Flat Top.

A plastic viewer which enlarges the picture accompanied the kodachrome, as well as a program giving the titles to nine more "Peek-A-Brewer Pin-Ups" which are now being sent a week apart to brewers throughout the country. Typical titles and subtitles read: "Cans Are Easy to Handle . . . Every man's favorite hobby!" "Cans Protect Against Light . . . Keeping things under cover!" "Cans Save Space . . . Always room for one more!" "Cans Are Attractive Packages . . . Hey! Good-looking!"

Inclosed also in the package was a letter signed by George Kummerow, Continental's manager of beer and carbonated beverage can sales, which explained the campaign and an-



PIN-UP QUEEN: (top) First in a series of ten kodachrome pictures, starring "Connie," which are being sent to approximately 500 brewers. (above) Two others in the series which followed a week apart. A plastic viewer accompanies each set of pictures. Since the kodachromes can be used on regular slide projectors, and each scene summarizes one of the advantages of beer in cans, a scenario—built around the presentation—will be made available to brewers for conducting sales meetings of their own. It will also be used during Continental's sales meetings.

nounced that cans for beer will be available as soon as Uncle Sam says the word.

Outlining the purpose of the campaign, R. R. Carlier, manager of Continental's advertising and sales promotion, says:

"After almost four years of war, during which our entire output of beer cans went to the Armed Forces, we felt called upon to do something out of the ordinary to remind brewers that beer cans, which enjoyed so much popularity before the war, will soon be back. Secondly, we wanted to emphasize the fact that Continental makes the three most popular beer cans—the 12-oz. and 32-oz. Cap Sealed, and the 12-oz. Flat Top. At the same time we wanted to be entertaining. 'Connie' was the answer."

Typical of the letters sent out with kodachrome slides is the following which is the sixth of the series of ten in the beer can promotion:

"Dear Mr. Brown:

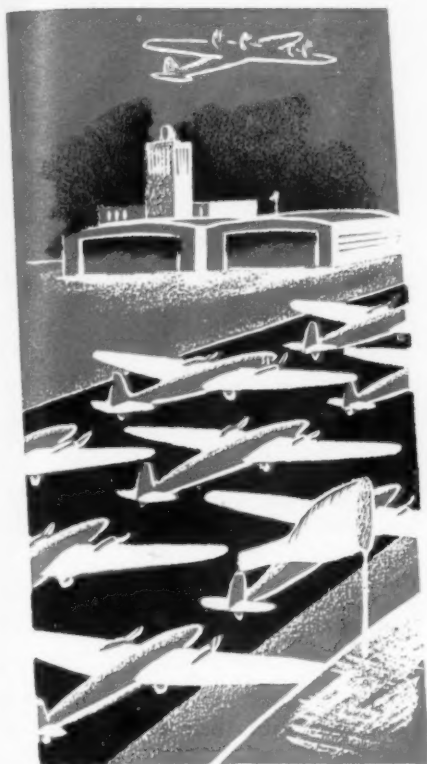
"Here's a phone call for you! It's 'Connie', in scene VI of Continental's 'Peek-A-Brewer Pin-Ups.' We call this one, 'In great Demand!'"

"Incidentally, the demand for canned beer stems from two great markets:

"1. Throughout the war, canned beer has been going overseas—to millions of our men and women in service. They like canned beer—have developed the canned beer habit—

SALES MANAGEMENT

\$60,000,000 WAR INDUSTRY LEAVES



\$30,000,000⁰⁰ PEACETIME PAYROLL

At 4 p.m. Sunday, November 18, 1945, Lt. Gen. Ira C. Eaker formally dedicated Oklahoma City's Tinker Field, home of Oklahoma City Air Technical Service Command, as a permanent military installation.

With this official act this \$35,000,000 air depot and adjoining Douglas Aircraft's \$25,000,000 plant, whose \$5,000,000 modification center is already incorporated into the depot's operations, assures Oklahoma City an added peacetime payroll of \$30,000,000 annually . . . employment for 10,000 . . . and brings to Oklahoma City what is believed to be the largest operation of this nature in the world.

Pile this on top of a backlog of nearly half a billion dollars in individual savings, in war bond accumulations, in bank deposits in Oklahoma City and you have the true picture of the Oklahoma City market's buying power . . . spendable dollars that can be most readily loosed through advertising in The Oklahoman and Times.



THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

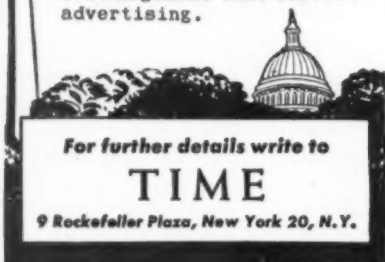
THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN ★ WKY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Under Affiliated Management)
REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.



It's time — in Washington

1. More key officials in Washington read TIME regularly than read any other magazine, however big its circulation.

2. The members of Congress vote TIME the most important U.S. magazine that carries advertising.



Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

1216

NATIONAL AWARDS

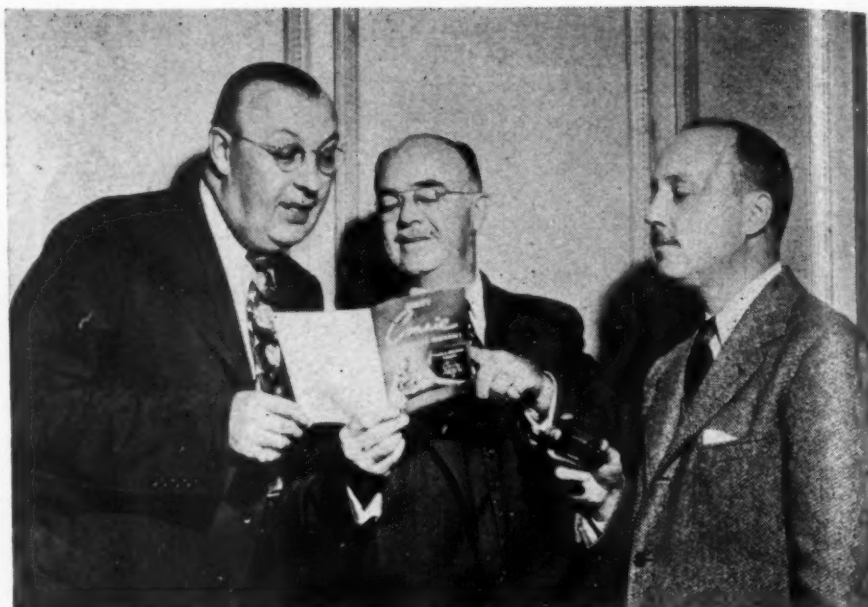
in the Last 3 Years

Consultation Without Obligation
In N. Y. Metropolitan Area. Else-
where No Charge Will Be Made
For Consultation If Our Proposals
Are Accepted.

D. H. AHREND CO.

52 Duane St., New York 7, N. Y.

WOrth 2-5892



CONTINENTAL OFFICIALS: (l. to r.) George Kummerow, manager of beer and carbonated beverage can sales; Walter Murray, general manager of general line sales; R. R. Carlier, advertising and sales promotion manager, study "Peek-A-Brewer Pin-Ups."

will continue it when it's available again.

"2. Another army—of civilians—will demand canned beer. They are eagerly awaiting its return. They bought over 45,000,000 cases of it the year before the war. Don't overlook this important 'plus' to your regular beer sales.

"Plan now how you will meet the great 'demand' for beer in Continental Cans.

Cordially,

(Signed) G. E. Kummerow
Manager Beer & Carbonated Beverage Can Sales

"P. S. Be sure to keep your 'Viewer' handy for next week's scene VII, 'Something fur you!'"

Returning from a three-week swing across the country during which they interviewed a number of leading brewers, Mr. Kummerow and Mr. Carlier report that the trade is unusually optimistic about the future of canned beer.

A large number of brewers, they found, are planning to put a greater percentage of beer into packages, particularly metal cans, than ever before. In one case, a prominent brewer who sold about 80% of his beer in package form before the war, now plans to devote his entire production to packaged beer.

Two reasons are given for the current trend toward canned beer: 1. Many brewers who have been supplying beer for the Armed Forces are now fully equipped to continue packaging in cans. 2. There has been a rapid growth in the popular demand

for beer, and returning soldiers particularly want their beer in the familiar tin can.

"Brewers everywhere realize that the home market represents the biggest present-day opportunity for increasing sales, but that to capitalize on this market, retail sales must be simplified to the point of doing away with deposits and returns," Mr. Kummerow points out. "This factor, plus prospects for increased profits have inevitably stimulated trade interest in cans for beer."

Response from brewer customers and prospects to Continental's unique campaign using kodachrome slides is very enthusiastic, Mr. Kummerow reports. Brewers, he says, can put the kodachromes to practical use as soon as beer cans are available for distribution to civilians. "Since the kodachromes can be used on regular slide projectors, and each scene succinctly summarizes one of the advantages of beer cans, the entire series can be made the subject of a lively and informative sales meeting." Mr. Kummerow also points out that a scenario designed for this purpose will accompany the last kodachrome in the series. The scenario will also be used at Continental's own sales meetings.

Although Continental turned out millions of beer cans for the Armed Forces during the war, additional manufacturing lines are now being added to accommodate an even greater volume of anticipated civilian demands. On the basis of recent surveys, Mr. Kummerow predicts that at least 20% of all packaged beer will be packed in metal containers.

SALES MANAGEMENT



The size of this survey is sufficient, according to the best market research practice, to give a true over-all picture. The geographical distribution of the sample was determined by the U. S. Census pattern. Every care has been taken to make this survey useful and really helpful to you in planning your advertising to young people.

With three out of every four of the 30,000,000 American youngsters between the ages of 8 and 20 reading comic magazines regularly, is there any better way to reach this profitable "youth market" than by using comic magazines that are so popular with them?



call or write
and ask to see

"BRAND PREFERENCES of YOUNG AMERICANS"

FAWCETT COMICS GROUP

Captain Marvel • Captain Marvel, Jr. • Captain Midnight • Don Winslow of the Navy • Funny Animals • Wow Comics • Whiz Comics • Master Comics

4,253,269 ABC Circulation, 1st Six Months, 1945

FAWCETT PUBLICATIONS, INC., 295 MADISON AVENUE, NEW YORK 17, N. Y. • WORLD'S LARGEST PUBLISHERS OF MONTHLY MAGAZINES

DECEMBER 1, 1945

[51]



'Make Your Copy Count!'

One sure way to write a good advertisement is to use the "we-have-what-you-want" approach.

Your reader wants knowledge and the **facts** about what your product can do for **him**. Not just well presented facts . . . merchandised facts that grip the reader's sense of good judgment.

Whether you're selling heating equipment, clothing, watches, radios, or a complicated service, we'll go into a "huddle" with you and bring out these facts:

*Where you can get more
business
How to develop sales most
effectively
How you can sell economically*

Let a qualified Ahrend executive discuss your sales promotion problem. No obligation in the New York Metropolitan area; no charge for consultation anywhere when our proposals are accepted. Call WO 2-5892 or write **TODAY**.

**Ahrend Clients Have Won
Sixteen National Awards
Within the Past Three Years.**

D. H. AHREND CO.

Advertising
DIRECT MAIL DIVISION
52 Duane St. New York 7
WO 2-5892

How Armstrong Trains Salesmen To Merchandise the Advertising

Because advertising is regarded as a working tool of sales within the Armstrong Cork Company, detailed attention is given to it in the company's basic sales training course.* Special emphasis is laid on the fact that advertising, by fertilizing the ground for sales, can and does cut down the investment of time per prospect.

BY CAMERON HAWLEY†

*Director of Advertising and Promotion
Armstrong Cork Co.
Lancaster, Pa.*

Training a salesman so that he will capitalize upon the promotion possibilities of advertising is something like teaching a youngster to eat chocolate candy. First you must give him a taste of it—so that he can prove to himself that he likes it. Then you have to be careful not to cram it down his throat in such big indigestible gobs that you produce a gastronomic revulsion. Our sales training is based on those two principles.

At the Armstrong Cork Co., we start early to give every salesman a chance to find out what advertising really tastes like. We're fortunate there. All of our four sales divisions hire their salesmen as young men just out of college. These student salesmen spend a minimum of six months going through the training course—a full 10 days of it in our advertising and promotion department. The training course that we have devised doesn't consist of a series of lectures or demonstrations or pleasant interviews—nor are there any speeches about the wonders of national advertising. Instead, we do our level best to let those men see how and why the wheels go round.

They sit in copy conferences, study copy revision exhibits, even try their own hand at copywriting. The same thing goes for art direction.

The students sit beside the production boys, learn to tell a zinc etching from a halftone, and observe the various reproduction processes. They work with our analyst and study inquiry returns, readership reports, sales re-

sults—every bit of tangible evidence that we can pull together to show why some advertisements have succeeded while others have been failures.

They study budgetary procedure and cost control. They go into the display section, the sample operation, even the mailing department.

When we're through with them their heads are swimming and they're a little groggy. They can't begin to remember everything they've seen and been told—but they'll never forget that advertising is something more than the product of a copywriter in an ivory tower and a temperamental artist in a Windsor tie.

Spark Lasting Interest

Furthermore, in nine cases out of ten, we've sparked an interest in advertising that won't die. I am always surprised at how many of our district sales offices subscribe for advertising magazines and at the letters former student salesmen write me years afterwards about advertising technique.

That student training is the foundation. Post-graduate training comes later. Every salesman on our entire sales force is brought back to Lancaster for a week of post-graduate training every other year throughout his whole business life. They come in groups of five or six. We of advertising have a full day to take them behind the scenes on current campaigns and explain in great detail the thinking that is back of them. In addition, we make a big point of getting them to look at—and criticize—stuff that is in the works. When they suggest a change that sticks—and they often do—we've helped ourselves and that salesman will sell the campaign like a father bragging about a two-year old son!

During the interim periods, in normal times, we do a double training

* See "The 'Career Idea' in Sales Training: Why Armstrong Men Stick and Succeed," October 10, 1938 SALES MANAGEMENT, for complete description of the Armstrong sales training course.

† From an address before the annual meeting of the Association of National Advertisers, Nov. 19, 1945.



*how's about
creams?*

Smart advertisements of hair beauty products pack the pages of *Movie Life*, *Movie Stars Parade*, *Movies* and *Personal Romances*. They all pay off heavily, thanks to Miss Ideal's desire to glamorize her hair. Naturally, she's just as anxious to keep her skin fresh, clean and glowing—with face creams.

Boost your face cream sales by advertising in Ideal

Admiracion	LaLonde
Blondex	Juelene
Drene	Diadem
Glover's	DeLong
Lustre Creme	Lovalon
Mar-o-Oil	Charm Kurl
Golden Glint	Chic
Tints	Helene Curtis
Brownatone	Beauty Time

W. M. Cotton's ***Ideal* WOMEN'S GROUP** • *Movie Life* • *Movie Stars Parade* • *Movies* • *Personal Romances*
 NEW YORK: IDEAL PUBLISHING CORP., 295 Madison Avenue, New York, 17, New York, MU 3-8191 • CHICAGO: IDEAL PUBLISHING CORP., 360 North
 Michigan Avenue, Chicago 1, Illinois, State 5582 • LOS ANGELES: DON HARWAY & CO., 816 West 5th Street, Los Angeles 13, California, Mutual 8517
 HOLLYWOOD: IDEAL PUBLISHING CORP., 8278 Sunset Boulevard, Hollywood 46, California, Hillside 7364

Because its readers
are influential people . . .
responsible people, who
really care about the realities
of the world today

Harper's

MAGAZINE

is a power in shaping thoughts, actions and ideas. Seven out of ten of its readers hold major positions in business, industry, finance and the professions. Sixty-nine per cent are in the top income brackets.

*These are the people
who read Harper's Magazine...
leaders who are important in
themselves and in influencing
countless others
around them.*

But it's a big country and we can't travel enough to reach everyone, so we use a lot of bulletins. All of them concentrate on the "why" of things—with a rigid exclusion of ballyhoo. We believe that if a salesman really understands what we are trying to accomplish and how we are going about the job, we don't have to pound him over the head to prove that we are running a super-colossal campaign with umpty-ump pages which if laid end to end would stretch from Lancaster, Pennsylvania to Murmansk, Russia.

Beware: Broadside Indigestion

And that brings me to point two—avoiding the revulsion. In my opinion, for whatever it's worth, a great many bids for the support of the sales organization fail because they bring on indigestion and a bad pain in the stomach. We think it's a mistake to plaster a broadside with a streamer head—"Get ready for the colossal results from our mammoth advertising program"—and illustrate it with a picture of a scant million people bearing down on the store of Mr. Dealer. Did you ever see anything like that happen? Neither did I. The salesman says, "Bologna!" It's an insult to his intelligence—and a good way to make him believe that advertising is a lot of hot air.

There is a close corollary danger that we try hard to avoid. The major sales impression in most merchandising situations is delivered personally by the salesman. Advertising is a supplement. The salesman knows it. So it isn't hard to imagine how he feels when he sits down to read or listen to a roaring dissertation on how "our gigantic advertising campaign is going to sweep everything before it, bowl over all competition, suffocate our dealers with crowds of clamoring buyers." All of which sounds as if the advertising manager thinks that the salesman doesn't count for much—that he's just one little guy lugging a brief case while the great big advertising manager has a combined circulation of billions. The way to get a salesman to work with you isn't to try to prove to him that he's a worthless little nonentity. He doesn't like that and I don't blame him.

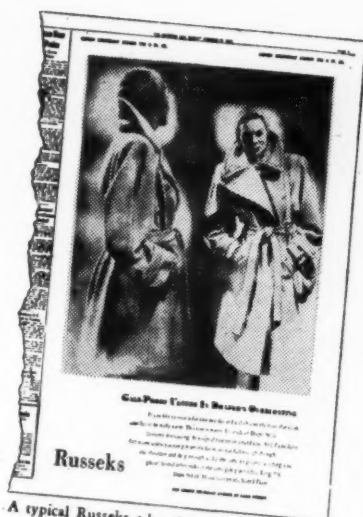
Our basic approach, applied to both training and promotion, stems from

How Russeks use a good newspaper...



The Russeks store at 200 N. Michigan Avenue

1. Russeks is a centrally-located store offering quality merchandise, well-styled at a fair price . . .
2. Russeks believes in visually attractive advertising embodied in a carefully planned format, copy simple and brief for quick, easy reading . . .
3. Russeks also believes in the use of a medium proved major by results, holding the respect and confidence of an alert readership . . .
4. And Russeks believes in consistent use of that medium 52 weeks a year—like this:



A typical Russeks advertisement. This 2,156-line insertion appeared in The Chicago Sun of October 14, 1945.



Carries more full-run* Women's Clothing Store advertising, as well as more accounts in that classification, than any other Chicago newspaper.

*Full-run advertising does not include "Zone Advertising," which reaches only a fraction of a newspaper's circulation at a fraction of its regular rate.

Number of days The Sun has published—from Dec. 4 '41 through Sept. 30 '45:	Number of days Russeks advertising has appeared within that period:	Total lineage of the 879 Russeks advertisements:	Average size of a Russeks insertion throughout the period:	Russeks lineage in Chicago newspapers—from Dec. 4 '41 through Sept. 30 '45:
1,397 days	879 days —or an approximate weekly average of 5 days out of 7!	816,970 lines	929.4 lines —or slightly more than three columns full, per insertion!	The SUN....816,970 lines Paper B.....272,303 lines Paper C.....188,079 lines Paper D.....33,718 lines Paper E.....none carried

400 West Madison Street, Chicago 6, Illinois

THE CHICAGO SUN

250 Park Avenue, New York 17, N. Y.

National Representatives: THE BRANHAM COMPANY

CHICAGO: 360 North Michigan Avenue • NEW YORK: 230 Park Avenue • Atlanta • Charlotte • Dallas • Kansas City • Los Angeles • Memphis • St. Louis • San Francisco

DECEMBER 1, 1945

[55]

A first-class lumber and material store stocked with a complete line of paints, hardware and home specialties, accounts for the steady stream of customers that daily enter Miller Lumber Co., Kalamazoo, Mich.



BSN* is

FIRST

**AMONG LUMBER AND
MATERIAL DEALERS**

- ★ **IN CIRCULATION**
- ★ **ADVERTISING VOLUME**
- ★ **EDITORIAL INFLUENCE**
- ★ **ADVERTISING BENEFITS**

45,832 EXTRA READERS
12,391* dealers read and
then route their copies of
BUILDING SUPPLY NEWS
to key employees—45,832
extra readers per issue!
(See the BSN "A" Readership Survey)
*ABC STATEMENT, November 1964

**ACKNOWLEDGED AS LEADER IN THE DEALER FIELD
BY MANUFACTURERS OF BUILDING MATERIAL**

Edited Exclusively for Dealers, Not Their Customers

*** BUILDING SUPPLY NEWS**

59 East Van Buren Street

Chicago 5

a little arithmetic which we use over and over again. We sit down with a salesman and figure out his cost per call. Suppose it costs him \$20 a day for salary and expense. If he makes 10 calls that figures out at \$2 a call. With advertising, calls on his dealers can be made through a trade magazine at about two cents each. For 24c advertising can call 12 times. Maybe those 12 advertising calls would let that salesman cut a few minutes from one of his personal calls. If, on just one of his calls, he can save 25 cents worth of time or about five minutes, we are breaking even. Anything beyond that is profit. When we talk to our salesmen in these terms, they seem to think that advertising makes sense.

Salesmen Pitch In

In the same way, we sit down with a salesman and figure out how he can save time and effort by getting a display in a dealer's place of business so that the goods will sell just a little more easily and he'll have less of a battle with that bull-headed buyer. Again we seem to make a little sense and the salesman pitches in, not as a duty, but to help himself.

Basically, we all know that a salesman wants to sell just as a kid wants to eat—provided you give him something that tastes good. Sometimes, you have to scatter a few solid almonds through the chocolate to give him something to chew on. But those chewy bits have to be put into the advertising at the time you cook it up. It's a standard practice of ours, every time a new campaign is considered, to put something in that campaign that will give a salesman something to talk to his dealers about. It doesn't have to be anything big—but it has to be there.

Perhaps one example will illustrate the point. We run a color campaign in the women's magazines, illustrated with linoleum floored rooms. The copy is a condensed short story, written very much from the women's angle and consequently the kind of stuff that makes a good he-man salesman squirm a little to read aloud to a he-man buyer. But we use a little trick—toss in an almond. We make a linoleum dealer one of the characters in the story—sometimes he's even the hero—and our salesmen tell us that we've given them the little hook that they need to get a buyer interested. We know it's working because dealers are writing to us thanking us for the very favorable light in which they are being shown to the general public. It's good advertising—and it puts nuts in the chocolate.

SALES MANAGEMENT

AS survey after survey has proved, millions first turn to the advertising pages of The Saturday Evening Post for news of new developments in products and services.

Post readers are the nation's best customers, with living standards and incomes high above the average. They have the money to buy the things they want.

Year after year, in every community, in every neighborhood, in every income group—Post readers are the first to buy the new and better things. They set the pace in their communities, creating and influencing the demand that establishes brand preference.

Today, as it was yesterday, and will be tomorrow, The Saturday Evening Post is the most effective advertising medium for creating and maintaining national brand leadership.

The great names of industry and business are those that have used Post advertising pages consistently through the years.

THE SATURDAY EVENING
POST

Survey after survey proves that people pay more attention to advertising in The Saturday Evening Post than in any other magazine.



From his point of view as vice-president in charge of sales for one of America's leading rubber companies, James J. Newman sees recruiting and training of a creative-selling-type sales force as a primary requisite for sustaining full employment. The sales manager's role will be much broader, he believes, and he will carry a greatly increased load of responsibilities.

Based on an interview with
JAMES J. NEWMAN
Vice-President in Charge of Sales
The B. F. Goodrich Co.
Akron, Ohio



ACE DEMONSTRATOR: Mr. Newman, B. F. Goodrich vice-president (right) teaches former Rubber Administrator William M. Jeffers how to attach the "speed warden" to his car. Before Pearl Harbor, B. F. Goodrich manufactured more than 32,000 articles of rubber in 1,000 different lines.

Post-War Sales Management: What Are to Be Its Biggest Problems?

“WELL planned distribution is one of the most important things facing American business in the immediate future; after that well planned and aggressive selling,” maintains James J. Newman, vice-president in charge of sales, The B. F. Goodrich Co. “We are going to put a lot of money into our sales training program, and have, I think, a better technique than ever in the past.

Program Includes Training

“This program includes training for both personnel employed in our stores and wholesale personnel. The reason is simple—if the dealer doesn't prosper, neither do we. The allocation of our products will be important for a time, a supply will be behind demand for probably a year, varying somewhat with the type of tire.

“Service to our dealer and company organizations has been extremely important through the war years and will continue. Fleet operators have had millions of added miles out of their tires,” Mr. Newman states, “thanks to the practical teaching of our servicemen.

“Re-establishing close relations with our customers will be more important than ever. It is unfortunate that some companies whose entire output has been going to the Armed Services during the war have made the mistake of treating their former customers with scant consideration and courtesy. Ill-will created during the war years will be difficult for the sales manager to overcome.”

The wake of the war will bring a wide variety of problems to the sales manager. “The sales organization,” Mr. Newman observes, “is likely to be composed of men with oddly-assorted backgrounds.” Many younger men will come new into selling trained only in warfare and skilled in the use of deadly weapons. Others will have worked in factories, making weapons of war. Some former salesmen will return from months or years as soldiers or sailors. There will be some old-timers who have held on to their jobs, somehow, through thick and thin. All will need training or re-training.

“Problems of this kind,” says Mr. Newman, “indicate the need for setting up a sales division personnel director as a separate office. Under the

conditions that seem bound to prevail, personnel relations are of fundamental importance if an all-around capable sales job is to be done. Expert salespeople are going to be scarce. The job of educating the sales crew and keeping the salesmen reasonably happy must not be neglected.

A Super-Salesman

“The man for such a job need not be a super-salesman himself, but he must be thoroughly competent as a personnel man. Remember, he will be managing the affairs of those who sell the product—not managing the selling itself.

“Guidance will certainly be needed in the case of the veteran. He will go into civilian work with some confusions in his mind. His philosophy of life may be changed. Some will have a hard time getting their feet on the ground. He may be unsure of himself. Our company, and I am sure many others also, have taken steps to meet this problem by making definite arrangements for accurate interviewing. These are aimed to help veterans to an understanding of their enlarged opportunities.

"Without necessarily committing the company to giving the individual a bigger or better job, it is possible," Mr. Newman holds, "to tactfully let the serviceman know that you want to take into account his wartime experience before placing him in a particular job. Such encouragement will be better than giving him the impression that you are merely willing to re-employ him as a routine matter."

"In the training systems which we shall have to set up in the rebuilding of our sales forces, I think we should be prepared to encounter a difference in the ability of men who come from the Armed Services and civilian life to respond to and absorb training. The training the serviceman has undergone may have considerable bearing upon his reactions to sales training regimen. This can, depending on what has happened to him, work for better or for worse."

Absorbing Sales Know-How

The sales forces of many business houses, prior to the war, were more or less accumulated, Mr. Newman points out—growing up with the businesses. As the sales force and the businesses grew, newcomers learned sales know-how by absorbing it from older men.

Now, in many cases, entire sales forces have been disbanded or dissipated by the war forcing companies to start building and training a brand new force. At the same time, because of the almost certain new intensity of pressure and competition, Mr. Newman believes, they will have to establish a continuing sales training system because the old absorption process won't be good enough to keep abreast of accelerated methods.

Compensation plans for salesmen and the proper selection of sales outlets will be other problems deserving careful attention.

"I firmly believe," says Mr. Newman, "that a sound, long-range policy on sales compensation is far more desirable than a program which depends upon super-duper flash ideas, all-out drives, and spurts and schemes which create a feast-or-famine income."

"Many companies, 'I fear,' desirous of doing a sensational sales job, may find on analysis that they are paying for sales on a basis which stimulates quick-volume effort but does not level off seasonal peaks and valleys. Sales effort which best serves the company should be encouraged and rewarded. Remember that the salesman's interests exactly coincide with the best interests of the company."

"A salary based on prevailing rates, with additional compensation based

on profit as well as volume, seems to me the best policy. The nearer the profit can be allocated to the individual efforts of the salesman the better. We follow this policy wherever it is at all practical.

"Salesmen and sales executives, I am convinced, are entitled to know at the beginning of the year the basis of their remuneration so that they can plan for the best results along with their management. I am doubtful of a plan involving monthly contests, each on a different basis. Such awards are really prize money for some particular effort and certainly cannot re-

place a carefully worked out yearly plan for additional compensation.

"Not the least of the industrial sales manager's chores in the peacetime period will be the training of his distributors: that is, his independent outlets. They must realize the completeness of their responsibility for a given sales area, maintain self-sufficient inventories, and the like.

"I object seriously to the concept of the sales manager as a hot-shot salesman who is so good at selling merchandise, that he was boosted into a position where he tells others to go out and 'sell 'em.' The sales man-

Times and Democrat a *Must* in the Tri-City area



J. E. Leahigh,
Executive Vice President,
M. L. Parker Company

Shoppers in M. L. Parker Company store in Davenport.

... and here's a statement to prove it!

Mr. Leahigh says, "The Times and Democrat have 'produced' for us for more than 37 years. That's why more than 70% of our entire advertising appropriation is spent for display space in these two outstanding home town papers. That's also why we have been continually increasing our schedules in the Times and Democrat. If 'over-the-counter' sales in the Tri-Cities are important to you, you can't overlook these papers."

Times and Democrat

ABC Retail Trading Zone 296,205
Published in Davenport, Iowa, with Branch Offices in
Rock Island, Moline and East Moline, Illinois

REPRESENTED BY JANN & KELLEY, INC.



ROCK ISLAND, ILL.



DAVENPORT, IOWA



MOLINE, ILL.



4 specialized railway publications make "A World of Difference" in reaching specific groups of key railway men

THE railroad world today is made up of several divisions of activity for which specific groups of specialized key men are responsible. These broad divisions—spheres of buying influence—include the executive, managerial and purchasing groups; the mechanical and allied electrical group; the engineering and maintenance group; and the signaling group.

The complexity of modern railroading demands specialization, and as railway specialists, these key men insist upon specialized business papers which comprehensively cover, with individual thoroughness, the field in which they are interested.

The *Railway Age*, *Railway Mechanical Engineer*, *Railway Engineering and Maintenance*, and *Railway Signaling*—four Simmons-Boardman selective publications—fill this need. They provide specialized, segregated audiences of men with responsibility and authority—men upon whom your salesmen must call to get orders.

Each publication is a working part of modern railroading. They are edited by experts, and averaged together, in the first ten months of this year, over 300 pages per month of the typical high-calibred editorial content that has placed these publications foremost among the country's key railroad men. They have a combined distribution of more than 25,000. They command confidence and recognition among railway men as the means of keeping informed on the technical developments and business news of the industry.

Through these publications you can tell your product story in terms of the interest and problems of the buyers and users of your products—backed by an editorial service devoted to their specific interests. In the first ten months of 1945, advertisers used some 5,733 pages of advertising in these four publications to tell their story to the railroads.

All A.B.C.-A.B.P.

Railway Age

Railway Engineering and Maintenance

Railway Mechanical Engineer

Railway Signaling

SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church Street

New York 7, N. Y.

105 W. Adams St., Chicago 3

Terminal Tower, Cleveland 13

Washington 4, D. C.

1038 Henry Bldg., Seattle 1, Wash.

300 Montgomery St., San Francisco 4, Cal.

530 W. 6th St., Los Angeles 14, Cal.

ager's job should be more than just 'pushing and shoving.' I am confident that in the period ahead there will be wide-open opportunity for sales managers to broaden their scopes and to earn greater responsibilities.

"The sales manager should have a voice in the over-all, long-range distribution plans of his company and the introduction of the sales point of view into the company's public relations program. Are not those who buy our products of first importance to us? Are not their judgments and reactions something to be vitally considered and respected?"

In his broader role, the sales manager will have to keep pace with changes in distribution techniques, changes in human needs growing out of the war, and intensive economic forces that will change the competitive picture.

Eight Management Problems

A few months ago, Mr. Newman canvassed 35 executives selected from leading organizations, mostly manufacturers. He asked them what they thought were the most important problems facing sales managers in the immediate post-war years. They rated the sales manager's problems in this order:

1. Recruiting of salesmen.
2. Measurement and evaluation of market.
3. Training of salesmen.
4. Reducing distribution costs.
5. Selection of proper sales outlets.
6. Compensation plans for salesmen.
7. Development and introduction of new products.
8. Transition to product-selling advertising.

The question, "direct vs. distributor selling" drew almost no attention as being of pressing concern to the sales executive. One top executive, commenting on how to build a sales organization, said succinctly: "Find your man; train your man; inspire your man; hold your man."

When asked if he believes it possible for this Nation to provide jobs for 60,000,000, or even 50 or 55 million workers, (which, some think, would mean turning out around 140 billion dollars' worth of goods annually) Mr. Newman replied:

"Such sales can't be gotten over the telephone. Someone will have to get out and ring doorbells. Selling is the key to continued prosperity. Machined-up, as this Nation is, production is not the problem. War taught us what we can do in manufacture. The key to post-conversion prosperity is in selling. That's the bottle-neck."

SALES MANAGEMENT

IT'S WHAT YOU DO WITH CELLULOSE FIBRE THAT COUNTS



Getting the eye to say "Buy"

No one knows whether it's the gay color or honey fragrance of a particular flower that first attracts the bee.

But alert manufacturers do know that attractive packaging of foods, drug products, clothing accessories, and many household items is very important in getting the eye to say "buy."

As sales competition gets keener, an attractive label or wrap will be more important than ever—for then it will be package against package, name against name.

So give your product the break it deserves. Give it an attractive package. Give it an appealing label or wrap printed on paper that adds its own sparkle and life. Use a quality paper that expresses the quality of your product.

Oxford's quality papers, that really give products a "lift," are papers that do the job. They are made to print well, and they perform well on automatic labeling and wrapping machines.

These fine papers are backed by Oxford's long reputation for quality. They are the result of continuous research in getting the best out of cellulose fibre—the result of making over a thousand miles of quality paper daily for many years.

And, as always, Oxford counsel is yours for the asking.



OXFORD PAPER COMPANY

230 Park Avenue, New York 17, N. Y.

*MILLS at Rumford, Maine and
West Carrollton, Ohio*

*WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Ill.*

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Included in Oxford's line of quality printing and label papers are:

ENAMEL-COATED — Polar Superfine, Mainefold, White Seal, Rumford Enamel and Rumford Litho C1S; UNCOATED—Engravatone, Carfax, Aquaset Offset, Duplex Label and Oxford Super, English Finish and Antique.



**I THOUGHT I WAS
DOING FINE ...
THEN CAME THE
CONVENTION
... AND
MY GOODNESS!**

It's my job to forward price sheets, photos, ad reprints, circulars and things like that to our sales-

men. And just like my boss tells me, I write a letter with each mailing, telling our men to fasten the latest piece in their ring books and show it to their customers. I thought I was doing fine.

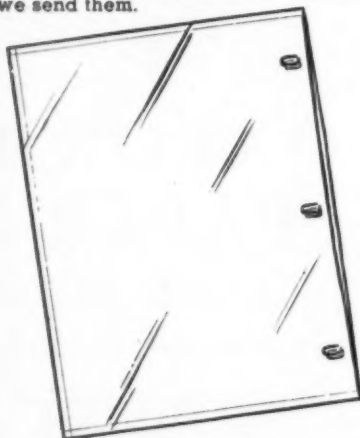
Then came the convention and the men hit town. First to reach my desk was Bill Hafley. "Hi sister," he breezed, "how about a couple of copies of that Jones testimonial letter and an extra photo of the Lang installation. Mine are pretty sad-looking by now."

"Why, Mr. Hafley," I said, "You only got your copies last week. And just look at them! They're not even fastened in your ring book. Why, it's disgraceful to show those things to our customers."

Mr. Hafley bristled right up. "If you had to move along as fast as I do, sister, you'd wish somebody would figure out a way to keep these things clean!"

The second day of the convention... Eureka!... I found it... I told my boss about it, and he's happy and so are Mr. Hafley and all the other salesmen.

Because now all our men have transparent plastic 3-side, hole punched envelopes in their ring books, protecting and visibly displaying all the material we send them.



These V.P.D. envelopes are made of non-combustible crystal clear cellulose acetate thermo-welded closed on 3 sides and punched on the open end for ring books. The best envelope on the market! 31 sizes for all ring book needs. Letter size 11x8½ list price 35c. Free sample on request. Ask your dealer for V.P.D. holders, folders, covers in many styles.

JOSHUA MEIER COMPANY
36 East 10th Street • New York 3, N.Y.

Coming Your Way

.....plexiglas cocktail halo, a new fashion introduced by John-Fredericks, adds a new glitter to after-dark frippery. Yes, it appears that the dramatic shatter-proof material which formerly graced bomber noses and gun turrets has gone to milady's head. The Plexiglas Halo can be as versatile as a lady fancies for she may change the veil—plant flowers in it—or turn it around a la Gloucester fisherman. Plexiglas is a product of Rohm & Haas Co.

.....forticel, a new plastic made from cellulose and propionic acid, is expected because of its unusual properties, to greatly enlarge the field of application of the widely used celulosic plastics. The design possibilities and the colorability of Forticel have brought about the prediction that these qualities, combined with its special mechanical and physical properties, would make it outstanding in such applications as radio cabinets, steering wheels, tool handles, tooth-brushes electrical insulation, etc. It's a product of Celanese Plastics Corp.

.....tuffy, a new concentrated, liquid, all-purpose household cleaner is said to lighten even light housekeeping. A few drops on a damp cloth, or mixed with water, cut grease and leave woodwork, floors, refrigerators, and what-have-you glowing and gleaming, without rinsing. The manufacturer claims to have evidence that Tuffy is not only easy on the skin, but actually leaves the hands softer and smoother than when a good, quality hand soap is used. Tuffy is sponsored by Waverly Petroleum Products Co.



**LIGHTENS HOUSE-
WORK:** A few drops
will cut grease,
leave floors wood-
work gleaming. It's
easy on the hands.



BOMBER NOSES TO HEADGEAR: Plexiglas is even crashing the fashion market.

.....knoxout, an insect powder and insect spray, twin DDT products are being introduced by Pennsylvania Salt Manufacturing Co. The household insect spray contains five percent DDT in solution with other insecticides. Its companion piece, the company's new DDT dust or powder is packed in a cylindrical cardboard gun which holds eight ounces. Both the liquid and the powder are contact and residual insecticides.

.....fluorescent Christmas tree lamps will be on the market this year, for the first time. They are round in shape and come in four pastel shades of blue, green, coral and maize and provide new and unusual color effects for Christmas decoration. They come eight to a string, have a screw-type base and are independently operated. Each lamp burns about five watts of current and each has an approximate life of up to 1,000 hours. Because they burn cool, the new lamps help to retard the drying up of the Christmas trees. A string of these fluorescent lamps may be added to a string of incandescent Christmas tree bulbs by just plugging it into the socket. The lamps have been developed by Sylvania Electric Products, Inc.

.....cable & pipe locator: It locates the exact path of the cable or pipe to or from buildings; finds position of a water main in a street; has lamp circuit for checking all connections after test has been set up. It is valuable for checking depth of cable at river crossings. Developed by W. C. Dillon & Co., it's called Stew-art Tester & Locator.

SALES MANAGEMENT



O^{ri}ginal Sources

*The news content of The United States News
is prepared from original sources — such as*

White House
Senate
House of Representatives
War Department
Navy Department
State Department
Treasury Department
Department of Justice
Post Office Department
Department of the Interior
Department of Commerce
Department of Agriculture
Department of Labor
Federal Bureau of Investigation
War Production Board
Office of Price Administration
National War Labor Board
Office of Defense Transportation
Bureau of Internal Revenue
Reconstruction Finance Corporation
National Labor Relations Board

Supreme Court of the United States
Foreign Economic Administration
Office of War Mobilization &
Reconversion
Smaller War Plants Corporation
Maritime Commission
War Shipping Administration
National Housing Agency
U. S. Tax Court
Selective Service System
Securities and Exchange Commission
Veterans' Administration
Surplus Property Administration
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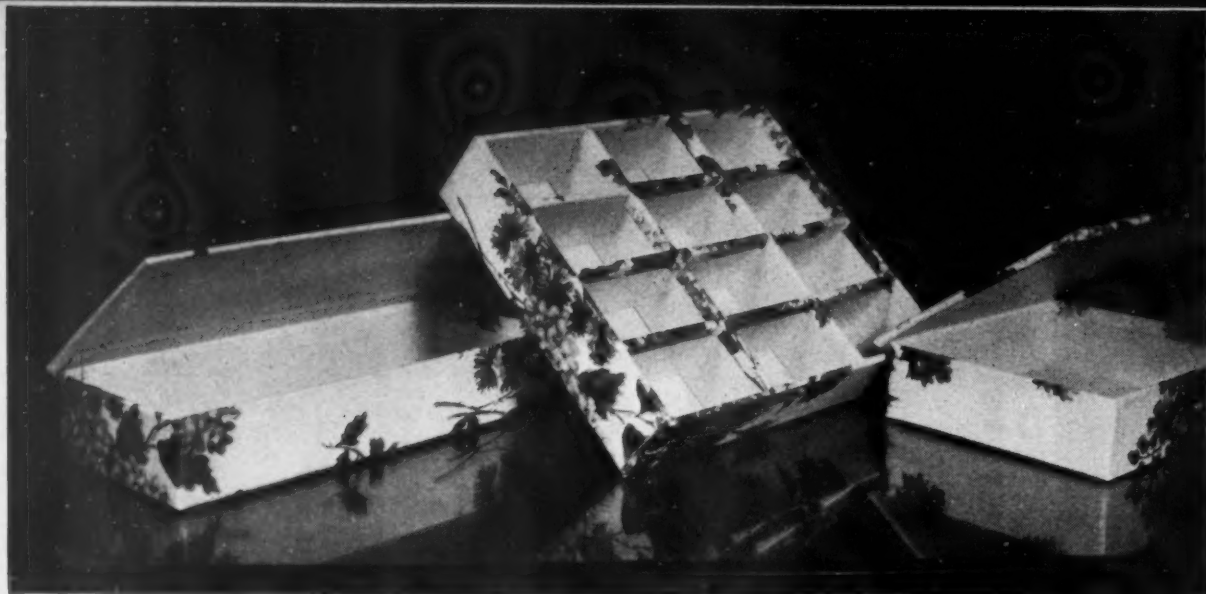
The Direct Route to those
who O. K. both
corporate and family buying

★

Daniel W. Ashley, Vice President
in charge of Advertising

30 Rockefeller Plaza
New York 20, N. Y.

Read by 1,000,000 men & women Consumers



"YES, THEY'RE WASHABLE, MADAM . . . they have a plastic-coated covering that can be cleaned easily, just with a damp cloth . . ." E-Z-Do's line of Hollywood closet accessories not only compensates for lack of space in houses and apartments, but also makes it easier for Mrs. Housewife to do her dreaded Spring cleaning!

New Style Features, New Utility Angles, Enhance E-Z Do's Post-War Line

Decorative Cabinet Corp. has built a business by making closets, chests, and gadgets which help householders to correct a common mistake by architects: the failure to provide enough storage space. They're engaged in selling more orderly living. Ingenious ideas have steadily expanded the line, have won the consumer market.

Based on an interview by Etna Kelley with

HARRY DERMAN

*President, Decorative Cabinet Corp.
New York City*

THE new Hollywood line of E-Z-Do wardrobe closets, accessories and utility chests should be in the stores in January, to the great relief of homemakers currently plagued by inadequate housing facilities. The line represents a climax for the 20-year-old company which originated a new industry, gave stores the idea of setting up closet shops, and solved millions of storage problems for American families.

The Decorative Cabinet Corp., which makes the E-Z-Do line, was founded by Harry Derman, its president, with the object of giving people convenient units in which to put their belongings. Up to now, the company has brought out and successfully merchandised more than 100 new items including hosiery boxes, shoe boxes, blanket boxes, kitchen cabinets, broom closets, hope chests, toy chests, shoe, hat and tie racks, and a number of

units which might be classified as general utility cabinets and accessories.

Since 1935 when Mr. Derman conceived the idea of collapsible wardrobes and chests, production has gone ahead at a much faster rate, and prices have been set at a level within the reach of the average household budget, yet high enough to give retailers substantial unit sales. From an output of 50 closets a day, production shot up to 5,000, then to 10,000 a day. Meanwhile, new sales features were added: washability, rolling doors ("Roll-A-Door"), humidors to provide resistance against moths and insects, attractive styling, and so on.

The new post-war line definitely lifts closets and accessories into the decorative class, but without a corresponding rise in price. It ranges from



plastic finish and may be cleaned with a damp cloth. Fronts of the bags are quilted, and the tailored panels are bound in blue. A scallop hides the zipper openings. Frames are of wire to prevent sagging.

The largest of the bags accommodates 12 to 16 garments. One attractive feature is its two zippers, one coming from the top and going down three-quarters of its length to permit removal of clothes. The other zipper comes up one-quarter, from the bottom, for convenience in putting small objects, such as shoes or handbags, into the bottom of the bag. There are also eight-garment bags, and a "suiter" for men or women's suits, for shirts, sweaters, fur jackets and other short garments. Then there is a tailored pouch laundry bag, with a wire frame and handles for easy hanging. Shoe bags of the same material, for men and women, are also included in the line.

Harry Derman's business has come a long way since he developed his first hosiery box two decades ago, but he found a receptive market from the start, justifying his moving to larger quarters (four floors) and adding three models of shoe cabinets to his line after his first year in business. Since then he has expanded steadily,

bringing out new items each season, but always adhering to his basic idea of producing items for the "filing" or storage of household articles, and at a modest price. When the company began to make closets and chests in knocked-down form and by mass-production methods, distribution soared. E-Z-Do merchandise is sold in the notion and houseware departments and in Closet Shops, in a total of 27,000 U. S. stores.

The company's sales force is not large, numbering about 10 men in all, with sales offices in Chicago and Los Angeles, as well as in New York City. Advertising, through Grey Advertising Agency, Inc., appears in general and home magazines, and in business publications. Mats are also made available to dealers. Spot radio is used seasonally on 15 leading stations in key cities, chiefly in participating programs, such as "Breakfast with the Fitzgeralds" in New York City. Direct mail is also used to acquaint stores with new items as they are brought out.

Harry Derman, whose business was founded on ideas, has plenty of them and puts them into practice. He says "short cuts" are his stock in trade. Closets and the other items his firm makes are short cuts for consumers,

UBIQUITOUS SPACE-SAVERS: You can find them in almost any room—there's the Hamperette with a well-ventilated laundry compartment at bottom, in the bathroom (left), or the wood-constructed cabinet (below) containing a center panel mirror, two compartments for clothes, shoes and hat shelves, in the bedroom. E-Z-Do's line solves millions of storage problems for American families.

small tuckaway boxes to a de luxe closet with three full-length mirrored panels, with hat shelf space, removable shelves for shoes or blankets, in cream beige and floral design. The finish, a plastic coating, is washable and resists grease and ink spots. Prices vary accordingly to territory from \$2.98 for Tuckaway Boxes to about \$25 for the de luxe model wardrobe.

Matching pieces in the line include nests of tuckaway boxes; chests of various types and sizes, for such varied articles as blankets and toys; and one type of five-drawer chest with wooden handles, attractive enough to be used as an end-table, or in pairs as night tables.

Other new items are garment bags designed to match the closets. The fabric, in floral pattern, also has a



YOUR PERSONAL

HOW'S IT COMING?



William S. Knudsen pulls no punches on our economic pessimists. He sees a glittering future for America, where "men with tired eyes" see only gloom. But gearing up the country for peace and prosperity, he says, calls for *individuals*, as well as *industries*, to do some reconversion. Each of us must shift some *mental* gears.

THE NEXT TEN YEARS



by William S. Knudsen
*Former Director of Production
in the War Department*

We have all the makings of a prosperous America. A vast, pent-up demand for goods—and the "know-how" to supply it. But we must snap out of our postwar hangover, and snap into the right frame of mind to get going. Each of us must do this for himself—and, says Mr. Knudsen, if he knows the American people, we will! A stimulating shot in the arm from one of America's production geniuses in the January American Magazine.

THE CROWELL-COLLIER PUBLISHING COMPANY, 250 PARK AVENUE, NEW YORK 17, N. Y.

RECONVERSION...



The **American**
Magazine



Should we make health insurance compulsory?

Should we make it possible for most Americans to join private, voluntary medical insurance plans? Or should we go further than that and put our health insurance on a compulsory, nation-wide basis? The American Magazine Poll of Experts, conducted by Arthur Kornhauser, Ph.D., of the Bureau of Applied Social Research, Columbia University, handles these "hot" questions in the January issue.

Share your American Magazine, then save it
for the Government's waste paper drive.

PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, AND WOMAN'S HOME COMPANION

DECEMBER 1, 1945

[71]

DO YOU HIRE WITH **FULL KNOWLEDGE?**



REPORTS VS REFERENCES

Six users of Retail Credit Company Reports compared information from references with that developed in 120 unfavorable reports. 79 of these 120 prospective employees, judged as undesirable through the reports, received an unqualified "OK" from references.

Apparently, former employers, co-workers, and neighbors will talk freely, but many do not wish to set down unfavorable truths in writing. Yet, when you hire salesmen or other key personnel, you are choosing guardians of your Company reputation. Is it not worth the modest cost of specialized investigation to feel that you will be creditably represented, and to help protect your investment in the training and launching of new salesmen?

Retail Credit Company investigators are ready to check your prospective salesman. For \$12.50, these skilled interviewers will talk, face to face, with those who have known him best for at least the past quarter of his life. You, as the inquirer, are not identified in the investigation. A great many well known companies of the United States and Canada are served in this manner.

Special Salesman Selection Reports, and our other personnel reports, cover such factors as—production ability, selling experience, sales aptitude, relations with customers, reaction to training and supervision, acceptability as a member of your business family, physical condition, habits, and finances.

Get in touch with Retail Credit Company through any of the 101 branch offices in the principal cities of the United States and Canada, or write the Home Office in Atlanta 1, Georgia.

Send for this booklet

FOUNDED



1899



RETAIL CREDIT COMPANY

AN INTERNATIONAL REPORTING AGENCY

[72]

helping them to live more orderly and convenient lives. The closet shop is a short cut for the merchant, permitting the sale of several different types of merchandise in one department; it is also a time-saver for the shopper. E-Z-Do salesmen are called in often to learn the sales features of the products they sell; and they, in turn, devote much of their time to training retail personnel in the fine points of selling closets, chests, shoe bags, and other closet accessories.

Carrying the "short cut" analogy still farther, Mr. Derman believes that better utilization of space makes life more worth while. He practices this himself, in designing the pieces he manufactures. Take for instance, the use of the space inside a door for a shoe, hat and tie-rack—more than a million such combination racks have been sold at \$2.98 apiece.

Utilizes Left-Overs

Then there's the matter of using left-over materials in productions. The shoe, hat and tie-rack is also an example of this principle, since it utilizes bits left over in the manufacture of doors. It is through such practices that production costs are brought down, carrying prices with them and boosting volume. And, as volume increases, costs are further reduced.

Mr. Derman attributes part of the acceptance his line has received to design. For his own home, the furniture is custom-built, and he has adapted many of its features and incorporated them in the construction of items he manufactures. The difference in price is wide, naturally. Many of these features are patented in the United States and in foreign countries. There is, for instance, the "Roll-A-Door," which slides back out of sight at the pressure of a finger.

One of the most popular pieces ever brought out under the E-Z-Do label was a combination Shoe, Hat and Tie rack for men. Another popular item was a collapsible desk for a child, which retailed at \$2.98. A lightweight travel case which held 20 garments also did well. Other good sellers have been a silver chest (prevents tarnishing) and a "build-on" combination of cabinets, boxes and chests, which could be bought one piece at a time and assembled into a comprehensive unit to hold a man's belongings.

Asked for information on his future plans, Mr. Derman said he has just gotten started. "The first hundred items were the hardest," he says. "The next hundred will be still more exciting and useful and better keyed to the needs of average American homes."

SALES MANAGEMENT

Millions of Jobs, but Only If We SELL!.....SELL!.....SELL!

Men, machines, merchandise and money are the essential elements in a healthy economy, but only if they are in motion. We must not be misled by false prosperity, by what Mr. Matheson calls "The Passionate Purchaser." We must do a better job of creative selling.

BY WILLIAM A. MATHESON *

Vice-President

Eureka Vacuum Cleaner Co., Inc.

Cleveland

AS the American production machine moves into second gear and begins to answer the demand of American people and people of other countries for merchandise, we can begin to look ahead to the day when warehouses will start to fill up, when merchandise will not move automatically into the consumers' hands.

We can even talk about the day when industry's warehouses may be filled. Mass production fills the warehouses of industry. Selling empties them. Warehouses filled with merchandise are never a true index of prosperity, nor are coffers bulging with gold.

Filled warehouses and bulging coffers might easily become the Maginot lines of American business—behind which the great force of mass production would be trapped.

This is an age of dynamic energy. A prosperous America must have men in motion . . . machines in motion . . . merchandise in motion . . . money in motion. Bulging warehouses and bulging coffers are still-life studies. Selling is an energizing, moving force.

Looking down from a great height upon our economic scene we may visualize more clearly the part played by selling in American business.

From such a height we can readily see how thoroughly our entire economic system is integrated. We see first the smoking chimneys of industry. Then behind the factories we see farms, mines, mills, and processing plants busily engaged in feeding America's industrial giant.

In the factories are costly and intricate machines turning out millions and millions of precise and shining interchangeable parts. Finally we see these parts assembled to emerge from

production lines at a rate which even 20 short years ago would have seemed unbelievable.

We would see men with mechanical aids loading trainload after trainload of crated products heading for—heading for *where*? To mammoth warehouses—or into American homes? Are we going to manufacture to *store* or manufacture to *sell*?

About two years ago, one of our Williams Oil-O-Matic post-war discussions was prefaced with these remarks:

"In the future, as in the past, the true measure of the success or failure of America's economy will be the American family.

"As a Nation we shall prosper only to the extent to which American fam-

ilies are well fed, and well clothed, and well housed, in homes that go beyond the bare necessities of life." This truth cannot be ignored. Genuine prosperity—the kind we like to think of as American prosperity—dwells in the homes of America.

Once we begin to measure future prosperity in terms of homes our thinking comes down to earth. We begin to evaluate statistics properly and take them in moderation.

It's so easy to survey ourselves into complacency. We gloat over surveys which show that millions of people have expressed an intent to buy. Unless we interpret such surveys properly—and conservatively—they might easily turn into enormous booby traps.

Every time the results of another survey are announced, up goes a chorus of hosannas. Actually, you would think that every one who has expressed intent to buy a certain type of product was going to buy one each of all the different makes.

In the automatic oil heating industry, a number of conservative surveys indicate that American home owners will purchase two and one-half million oil heating units in the next five years. Support that there were 25 different makes of oil burners on the market.



SELLING is an energizing, moving force, declares William A. Matheson. A prosperous America must have men in motion . . . machines in motion . . . merchandise in motion . . . money in motion.

*Mr. Matheson is also manager of the Williams Oil-O-Matic Division of Eureka.

That would mean the estimated two and one-half million units would figure out to 100 thousand burners of each make. Will it really work out that way? Not by a long shot. There's going to be a battle royal for the \$900 million dollars' worth of oil heating equipment those two and one-half million units represent. And Oil-O-Matic's share of those units will be just as many as we sell. Intent to buy, on the part of the purchaser, is only the cue for manufacturers to sell.

In 1928 and '29 America had an economy of scarcity. There was not quite enough of anything to supply all needs. Prices were high, but a segment of the population eagerly paid premium prices to get merchandise. Under such conditions, salesmen forgot how to sell. Then came the era of low consumption of goods, low wages, and low employment. And the tragedy of it all was that American homes did not have even half enough to meet their needs or wants.

But the damage was done. Prosperity had been reversed. Idle factories,

idle machines, idle mills, idle processing plants, unworked farms and—worst of all—idle men.

Now selling alone would not have prevented the depression. Other economic factors were involved. But selling would have helped to achieve a healthier condition.

Today, false prosperity, based on a scarcity of goods, is misleading and undermining. One thousand women battling for 100 pairs of nylons give an impression of the greatest business boom in history. But it's only an impression. For some strange reason or other we seem to associate prosperity with near-hysteria. Prosperity *can* be orderly if we sell our abundance rather than let consumers fight over scarcity.

Today, this remark is often heard: "What's the use of going out to sell when you can't deliver?" At first, that question seems somewhat of a poser—especially when we look around and see people standing in line to buy.

This unprecedented situation offers American industry its greatest oppor-

tunity—but, at the same time, could lull us all into a false sense of security.

We at Oil-O-Matic have recognized and named one of the very real menaces to a dynamic sales program. In our July news letter I warned Oil-O-Matic dealers, to:

"Beware the passionate purchaser! Watch for the man who really doesn't buy. He won't be sold. He merely spends. He's a by-product of the present abnormal situation when almost anything moves off the retailer's shelf or out of the dealer's showroom. He's on fire to turn his money into goods."

The August news letter carried this follow-up: "A second warning: Beware the 'Passionate Purchaser!' Nation-wide, the industry estimates that there are about a half million of these senseless spenders—without sense of trade-mark significance, without sense of dealer significance, without sense of quality characteristics."

Orders on the Book

For a moment, let us turn from the "Passionate Purchaser" and examine another sign of the times, the orders on our books. The total surpasses anything in history. It's a most reassuring, satisfying state of affairs. But is it?

I know a man who has placed his order for an oil burner with five different dealers. That man doesn't intend to buy five oil burners. One of those good old American privileges is that of canceling an order.

Much as I'd like to feel that I have discovered the only man in America who has bought five times what he intends to buy once, something tells me there are others—countless others. Discount those orders on your books. Get ready to sell. Because, you see, the "Passionate Purchaser" is not only passionate—he is promiscuous as well.

There's another reason for selling. Selling is the arch enemy of complacency. Today, as industry gears its tremendous productive power to our peacetime economy, we are face to face with a consumer state of mind, complacent in many ways. For more than three and one-half years, Americans did without new refrigerators, new homes, new vacuum cleaners, new oil burners, new automobiles, new radios, new washers, and so on down the list. The wartime creed of the householder might be summed up in a bit of verse that comes from Colonial days:

Fix it up,
Wear it out,
Make it do,
Or do without.

That's what it took to win the war. But what about today and tomorrow? Isn't it going to take real selling to revive old buying habits which were

Sell the Rich, Stable
Schenectady Market
with the Newspaper
that's

1ST. IN "FIRSTS"

Here's the lineage leadership record for The Gazette for the first 8 months of 1945:

392,722 LINES
in Excess of the Second Paper

For the same period The Gazette carried 37,823 lines of National Display in excess of the second paper. The Gazette is Schenectady's first newspaper; it can do a grand selling job for you.

FIRST

IN ADVERTISING
ACCEPTANCE
IN CIRCULATION
IN READER
CONFIDENCE

and
should be
FIRST
on your
lists

**SCHENECTADY
GAZETTE**

REYNOLDS-FITZGERALD, INC., National Representatives



Where do they go from here?

Some of them will go back to jobs that they left, jobs that are waiting. *Some of them.*

They will slip out of fighting togs and into civvies and be back in the swing of things in jig time. *Some of them.*

But millions of them, millions of them—most of the men of our great armies now on the long road back—will have no such cozy spots into which they may step. They will have to start from scratch. They will have to strike out anew.

Millions more have never had a job before, other than the job of getting a passing mark in geometry or Latin or history. They left at 20. They are coming back at 23 or 24 and even 26 to face for the first time the mountain of making a living.

Getting them set for the climb—the problem of swiftly converting these warriors to workers—has long been one of the foremost concerns of The American Legion.

That is why, months ago, the Legion began the building of what is now one of the greatest job-finding forces this organization has ever gathered. Working as a liaison group between those who need workers and those who need work, its scope is nationwide.

It covers the nation from north to south, from the farthest east to the utmost west. Its help is as free as our American air to every veteran.

But it is more than a help for this great group alone—for certainly the lighting of the path for our returning sons will make the way of all Americans brighter.

THE AMERICAN LEGION—through its 12,609 posts—offers the returning millions of our fighting men the counsel and the help of its 26 years' experience in expediting veterans' affairs.



suppressed for the duration?

Millions of Americans want to see the new automobile. But how many millions want to buy them? Let's not mistake curiosity for interest.

If curiosity led to sales, one of the fastest-selling products in the United States would probably be the steam shovel.

It's going to take two-fisted selling to shake many a car owner loose from his complacency. He has nursed the old bus along. Give him a chance to buy four new tires and he's likely to be happy. He has transportation. It will take selling—creative selling—to open that car owner's eyes to the thrill

of a new automobile.

Imagine watching a stream of traffic five years ago. As the cars went by, we would single them out by name. "There's a new Buick!" or "Look at the new Nash!" or "Isn't that new Packard a honey!"

But that was five years ago. Today, look at the flow of traffic. We don't find ourselves calling them by name. They're all just automobiles.

Name consciousness, brand preference must be revived. That means selling. It is only a delusion when we think we have an option on the fickle affections of the public. Brand preferences will come back, but manufac-

turing a quality product is only part of the job.

Of one thing we can be sure. The days ahead will demand the clearest thinking, the most careful planning, the most dynamic action ever attempted in America.

Competition will be keen. But that's what we want. Out of more than 13,000 manufacturers surveyed by Dun & Bradstreet, more than a third (37%) plan to manufacture new products as soon as materials are available; 29% plan to sell to new classes of customers; 46% will expand sales territories and the sales force; 22% will use new methods of distribution.

Research is also on the job—the type of research that since 1880 has made possible 15 new industries, creating 15 million new jobs.

Engineering is now sales-minded. Gone are the days when engineers were content merely to design a horseless carriage, an iceless ice box, or a shovel-less furnace. It didn't take long, in those early days, to discover that one horseless carriage was about as good as another, one iceless ice box as good as another, one shovel-less furnace as good as another.

Give Products Identity

Then the engineers got busy. They designed automobiles, electric refrigerators, automatic heating systems. They built new quality, outstanding performance, exclusive features into the products they designed. Above all, the engineers gave products identity.

In one sense, engineering is secondary sales thinking. Modern engineers are sales-minded. They design products that work—products that sell. Secondary sales thinking can shape a nation's economy.

Today we have only about four million salesmen, compared to approximately seven million before the war. But we're going to require a minimum of 10 million salesmen if we hope to create the wants that will produce jobs.

This is an opportunity and a tremendous responsibility. We all recognize the presence of the factors that breed inflation. Money in circulation totaled only \$6 billion after the first World War. Today it is nearly \$28 billion. The backlog of savings since 1940 totals about \$140 billion.

But we won't sell ourselves into inflation. Inflation is wild *buying*. Hard, consistent selling is an antidote for inflation.

Let's set our sights on the American home. Let's not send our products into new unfilled warehouses. Let's look out over America and see all the homes with unfilled wants. Then let us build for them—and sell to them!

SALES MANAGEMENT

THE CARE AND FEEDING OF PRESIDENTS

- 1 Go to presidents with decisions not for decisions.
- 2 Go to presidents with fundamentals not with details.

Compliments of Dun's Review



ONE MORE "FIRST": Certified Foods, a new venture in which a group of food packers share jointly in the ownership and control of a new label, is launched in San Francisco. They will market a line of fruits and vegetables, featuring U. S. Continuous Grading, all under a common label and brand smartly designated as "Your Certified."

Campaigns and Marketing

Cheaper Laundry

Using an impressive list of business papers, the G. S. Robins Co., St. Louis, is preparing to launch two new products designed to reduce costs in laundries and dry cleaning establishments.

The new products are Nylon laundry nets, used by laundries to hold clothes during the washing process, and Nylon cover cloths for steam pressing machines. The nets will be marketed under the trade name, "Robinet," while the cover cloths will be called "Nyl-Eon." Both products are expected to cut time and labor, effecting a saving to laundries and cleaners which will make possible a reduction in rates to the customers of such establishments.

All of the major publications in the laundering and dry cleaning fields will carry initial copy and a few sectional business publications will complete the national coverage. The first advertisements, four-page inserts in color, will be followed by two-page spreads in the same publications. In addition, an extensive direct-mail campaign will be coordinated with the publication advertising.

Some of the publications slated to carry Robins copy are: *Laundry Age*, *Laundryman's Cleaner's Guide*, *Starch-room Journal*, *American Laundry Digest*, *Cleaning and Laundry World*, *Pacific Laundry and Cleaning Journal*, *National Cleaner and Dryer*, *Southern Laundry and Cleaner*, *American Dry Cleaner and Cleaning and Laundry Digest*. The agency for the account is Krupnick and Associates, St. Louis.

Christmas Cheer

To stimulate retailers throughout America to tie-in and cash-in on the public's holiday wine-buying this

Christmas, the Roma Wine Co. is again offering wine distributors and dealers full-color Christmas display units. The units, says Roma, are easy to set up in windows and interiors, add a festive note to any store. They stress the giving of wine as Christmas presents and the added pleasure wine brings to the holiday table.

The window centerpiece is in full-color, measures 30" x 40", depicts a red-suited R-Man painting, "Holiday Greetings . . . Roma Wines." The old-fashioned white and gold frame is die-cut. This unit includes four die-

cut, red-suited R-Men with a Roma selling message on each, for sherry, sauterne, burgundy and port. Retailers may have, upon request, a colorful holiday banner, size 10" x 35".

The interior display for wine-stacking is a cone simulation of a Christmas tree, lithographed in full-color, which stands 40" high. It is especially suitable for a table in the center of the shop, with bottles of wine grouped around it. Roma also offers four bright little Christmas tree bottle toppers to set on top of the bottles which lend a final note of gaiety.

First National Offering

Under a common label and brand designated, "Your Certified," San Francisco packers participating in the formation of Certified Foods are ready with the first national offering of a complete fruit and vegetable line of processed foods, featuring U. S. Continuous Grading and packed by certain members of U. S. Inspected Foods Educational Service. This is a group venture in which participating packers share jointly in the ownership and control of the new label.

Certified Foods, the exclusive sales agency for the new brand, has already established national sales offices in San Francisco. Its managing director is Dwight Paulhamas, former sales manager for Tri-Valley Packing Association, San Francisco.

Featured on the new label is the



WALLFLOWER? That's Hildegard's new role in the display set Trimz Co., Inc., Chicago, is offering to its dealers — and do they like it! Other posters picture leading sales points.

Shielded Information panel, which was recently copyrighted by the U. S. Inspected Foods Educational Service, New York City. This panel contains description, grade, and information sections as to use and preparation of the product. It was developed by that organization and recommended to its canner members as the result of working experience with consumer labeling over the past three years.

Only one grade, in the beginning, will be offered for each product under the brand name "Your Certified." Other member-producers who qualify,

voluntarily, will be added to the membership as distribution and brand acceptance warrant.

Plans for national promotion of "Your Certified" are under way by the subscribing members.

Tide Water's New Gas

Tide Water Associated Oil Co., during the war concentrated a good slice of its advertising budget on outdoor advertising posters devoted to a variety of public service promotions, Government messages, wartime educa-

tional matter. They were credited with one of the best jobs (on such allocation of advertising space) on the Pacific Coast.

With gas rationing lifted, travelers from Canada to Mexico are seeing the familiar red "Flying A" doing another advertising job—that of introducing Tide Water's new gasoline, Arotane. Twelve-hundred painted outdoor posters and 24-sheet posters are advertising Arotane throughout the Associated territory. This is the first of a series of such posters, which will continue throughout 1946.

The company took full-page space, preceding the posters, in all metropolitan dailies in the seven western states which comprise its main territory, and at the same time held a series of sales meetings to further publicize Arotane. All commercials on the company's radio program, Associated Sportcasts, were devoted to Arotane during the introductory period.

Large 42" X 56" station posters were used throughout the territory. Buchanan and Co. is the agency.

Good News for Gals

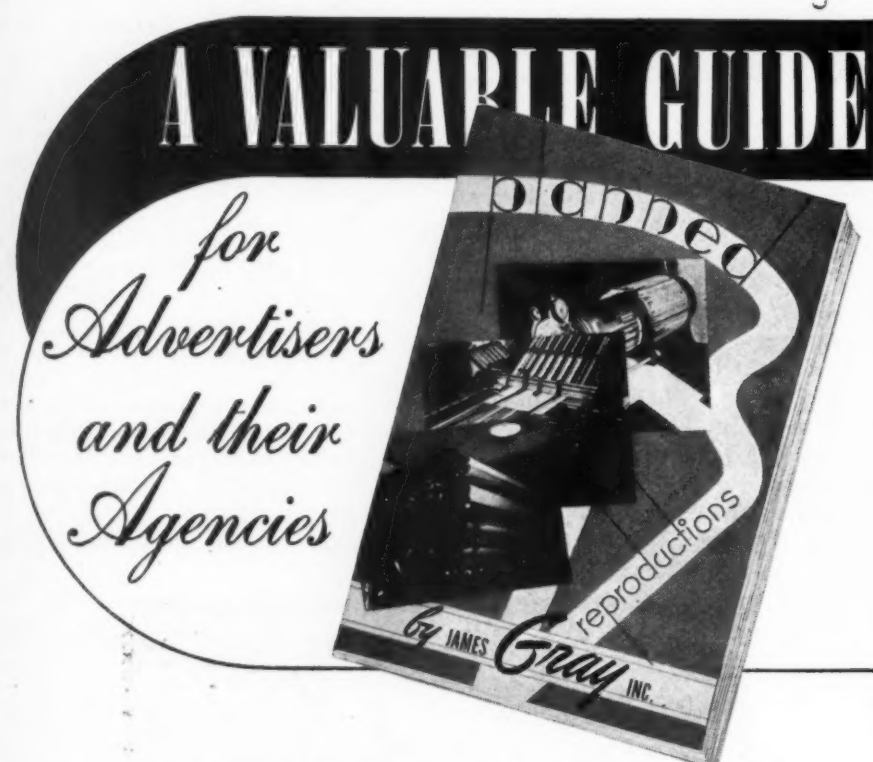
One of the country's oldest and largest manufacturers of real hair nets, Venida Hair Net Co., used to spend half a million dollars a year to promote such nets. That was before "bobbed" hair knocked the bottom out of the hair net market. The market did not come back until the late '30s when upswept-hair coiffures once again made nets a necessity.

Now, signaling the end of the severe wartime shortage of human hair nets, which hit U. S. women almost as hard as the nylon shortage, Venida expects to have nets of human hair ready for the market by spring. Two of the company's officials have recently flown to China (where the cheapest supply of hair for nets is located) to re-open the four Venida factories which were shut down by the war. Those factories are excellent exhibits of the interdependence of nations; for should Chinese civil war keep them closed, American women will certainly feel it.

A large advertising campaign is being planned by the company and its agency, Baldwin and Merney, to spread the good news to the women of the United States. Featuring the company's traditional trade-mark, the Venida bathing girl, and its slogan "Venida Rules the Waves," national advertising, via radio, national magazines, is in the cards.

Venida saved itself, during the war, from an untimely end by going into other lines—soap, bobby pins, shampoo, and hair cream.

SALES MANAGEMENT



Complete with instructive data and illustrated material, this new booklet will be of value to all who are interested in producing better promotion pieces... from those who create the ideas to those who prepare the material for final production.

Its contents feature an explanation of the offset process, production suggestions, the various phases of lettercraft, tips on mailing and many other helpful hints.

Copies will be off the press about December 10th. Reserve yours now... it's free!

Zip it now
AND ATTACH TO
YOUR LETTERHEAD

JAMES GRAY, INC.
216 EAST 45 ST.
NEW YORK 17, N. Y.

**Please send me a free copy of
"PLANNED REPRODUCTIONS"**

NAME.....

TITLE.....



DESIGNING TO SELL

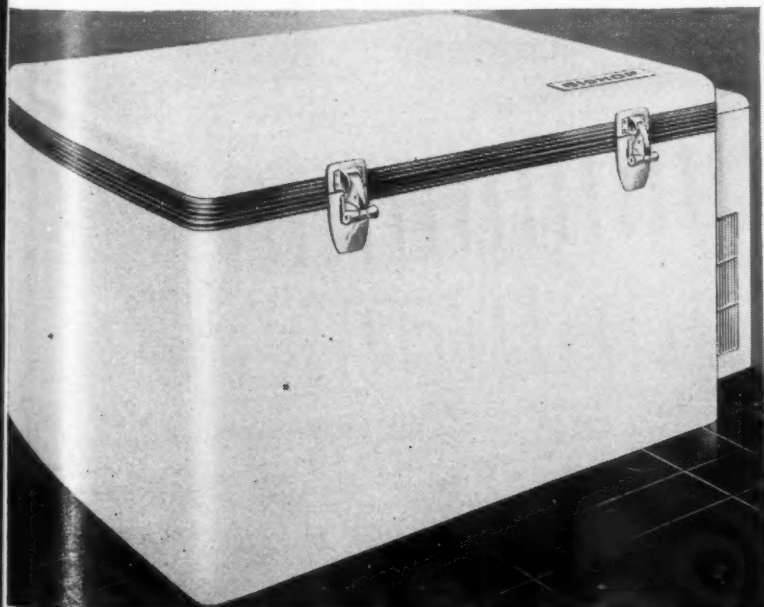
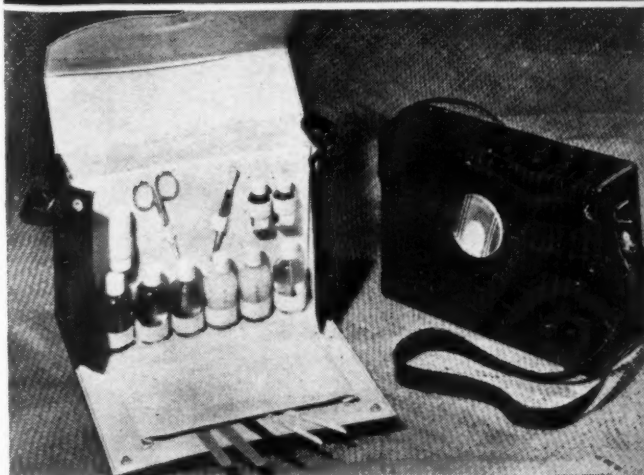
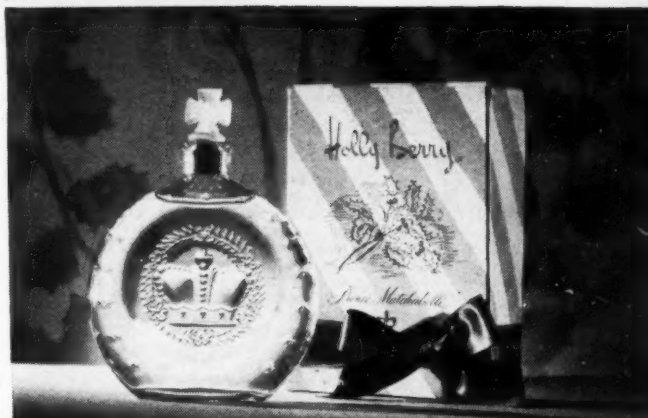
HOBBYIST'S COMPANION: The "1001" knife, manufactured by Somar Specialty Co., Bridgeport, Conn., has interchangeable blades and is intended as an all-purpose tool for handicrafters. Alan Berni, industrial designer, gave safety and convenience the first consideration in the box's design: There is a special section for honing stone.

HOLLY BERRY COLOGNE: The latest Prince Matchabelli creation is this sparkling new fragrance which has been designed to convey the gay festive spirit of the Yuletide season. Container has a colorful holly leaf and berry motif. The box itself is banded and bound.

CHEN YU GIFT KIT: More than a manicure ensemble, it's travel-wise with its glistening, simulated alligator case which features a two-way strap to swing from the shoulder or to carry in the hand. Strap can even be tucked inside to make an underarm bag. Created by Associated Products, Inc., Chicago, it holds manicure essentials.

CHILDREN'S PHONOGRAPH RECORDS: Among the musical selections RCA Victor has highlighted are John Thomas' recording of "Home on the Range" and "Take Me Back to My Boots and Saddle."

HAS NO WASTE SPACE: The new 16-cubic foot capacity Bishop Food Freezer, produced by R. H. Bishop Co., Champaign, Ill., features "Medial Octo-Plane Freezing" which divides the cabinet into five convenient compartments—evenly distributing the sub-zero cold. Freezer has plastic insulation which is said to be better than cork.





LET'S DROP IN ON THE BROWNS

IF YOU are going to visit the Browns, first you will want to be introduced to them. Just above (in the back row) is Malcolm and his wife, Madeline—aren't they a good-looking, friendly couple? Then left, is nine-year-old Mary Ann. In the center is Grandmother, Mrs. Willie Brown, who lives with them part of the time. And Douglas, twelve years old, with the same wide, engaging smile which you saw on the first page.

HOW MANY sewing days does Christmas have? It isn't just making presents for dear ones, but to brighten your wardrobe.

The Browns live in a five-and-a-half-room apartment, a large development. Mrs. Brown has made it the most attractive home you can imagine. There's a large, well-supervised playground for the children, right in front of the building, and the school is just around the corner.

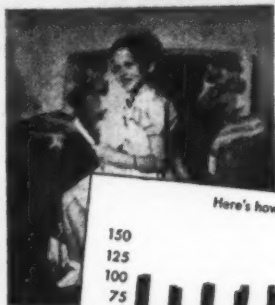
Now let's visit with the Browns individually.



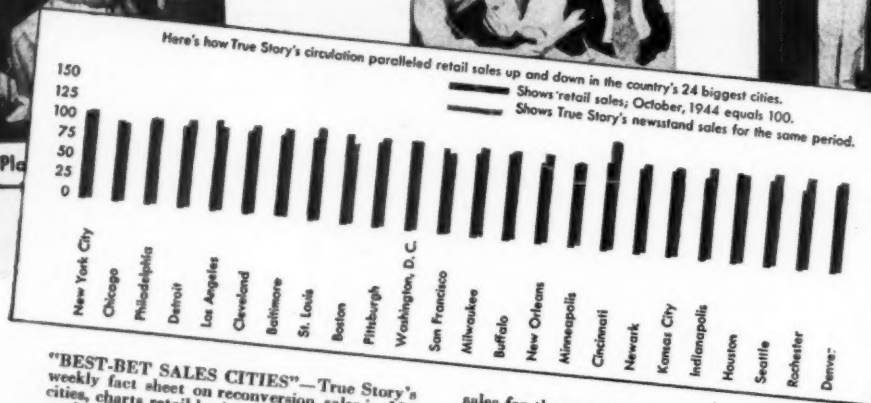
■ Mrs. Madeline Brown, ready for shopping; 'phones a friend; excels at cooking southern fried chicken

...by cashing in on this for your

■ Takes her best doll to the playground



help friends



"BEST-BET SALES CITIES"—True Story's weekly fact sheet on reconversion sales in 184 cities, charts retail business conditions week by week, comparing today's levels with those of last year and prewar 1939, and forecasts retail

sales for the next four weeks. Airmailed every week from New York. Write for free weekly subscription on your business letterhead. True Story, 205 East 42nd St., New York 17, N. Y., Headquarters for Wage Earner Information.

AND MAKE 1946 YOUR BIGGEST YEAR!

The Browns haven't the slightest idea of their importance to you.

They do not know that the car, the refrigerator, the radio, they have at the top of their shopping list adds up to millions, because America's wage earner families like the Browns are 17 million strong! The Brown family eats well, dresses well, takes special pride in their home, but they are not aware that their grocery order is America's biggest; their clothes closet is America's amplest; or their total buying of the everyday items of consumer goods is figured to break sales records for all time.

But their importance to you is this: it is not enough that they alone have the numbers and the saved up billions of dollars... it is not enough that they are the only market big enough to choose, use, buy and pay for all that America can, will and must produce to keep American industry in the black. They have to be sold and sold like they have

never been sold before! The next step is yours... to make them step up to the counter and say, "O.K., we'll buy it."

The Browns and the millions of wage earner families like theirs have the right of choice and their choice will determine the big-volume brand leaders of 1946 and the years to come. So drop in on the Browns—and the millions of their kind.

True Story will open the door in a wide welcome for you. For here True Story is a member of the family—not mere magazine "reading matter." Every page is dedicated to their deepest interest, hopes, aspirations—not their idle curiosity for fascinating facts.

They know the voice of True Story—know it well for 25 years. It is their own. That is why your advertising finds in True Story the greatest single power to influence and sell Wage Earner America.

double sales advantage wage earner advertising

1. Select the better-off, better-living wage earner families that are →

Only True Story can give you an inside track to these better-than-average wage earner families!

For more than a quarter century, editorial planning, direction and research have aimed True Story at the wage earner families on the way up.

Does True Story get them?

In prewar 1940, research* showed True Story readers to be 29% better off than average wage earners. No wonder they owned 36% more automobiles; 15% more electrical appliances; bought 6% more toilet goods, and 9% more clothing.

Now, with wage earner spending power far beyond that of 1939, make sure your advertising is concentrated among the better-off families who get the lion's share of every dollar paid in wages.

*11-city, 2000-interview report: "Work—By-product of Defense."

2. concentrated wherever wage earner payrolls are best and buying is brisk.

True Story automatically ups advertising power to match rising retail buying... concentrates that power in "best-bet" sales cities.

Reconversion is creating extra sales opportunities daily. These opportunities are as important to True Story as to you. For like yours, True Story is a "brand" sold across the "counter" too.

True Story "majors" in newsstand distribution. In 25 years True Story has learned how and takes advantage of every opportunity to shift copies at the drop of a hat to wherever retail buying is on the rise and more copies of premium priced True Story can be sold.

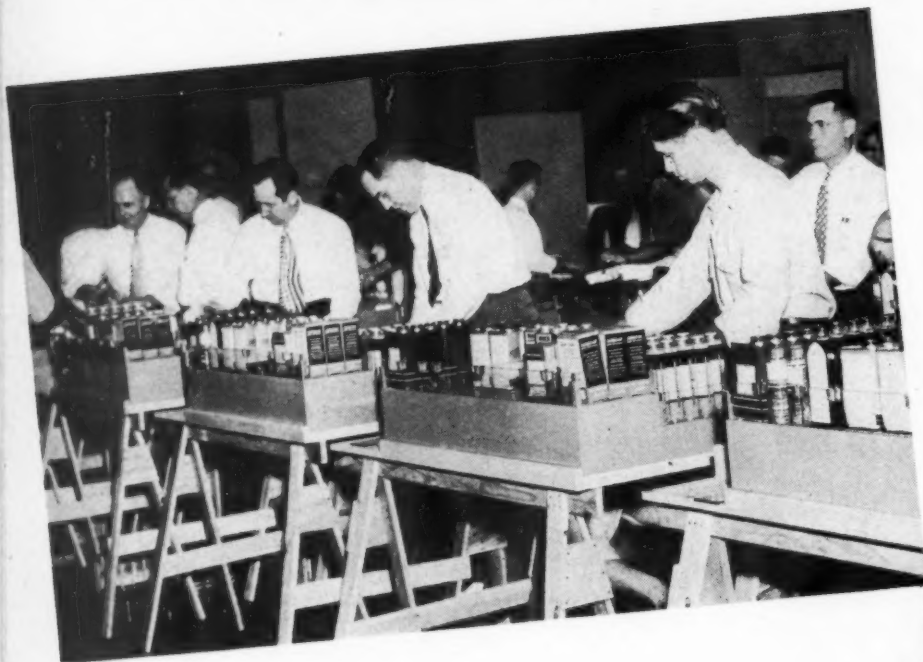
A staff of 27 traveling men, over 2000 field men, working through more than 700 wholesalers shifts thousands of copies of True Story daily to areas of quickened demand; city to city, even within city limits.

FOR 25 YEARS THE WAGE EARNERS' FAVORITE MAGAZINE

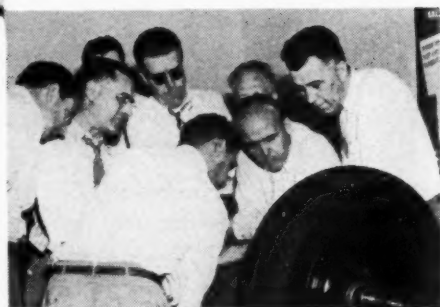
DECEMBER 1, 1945

TRUE STORY

[87]



TRAINED TO DO A PLUS JOB: Goodyear's tire salesmen have a plus job to do in the company's new effort to get tire dealers to stock, display and sell allied lines of merchandise until plenty of tires are here again. These field men go to school in Goodyear's new Visual Merchandising Laboratory, learn how dealers should set up store displays, how shop service equipment should be used. Then they go out and sell dealers on the company's store and shop improvement plans.



Nine-Point Service Program Helps Goodyear Build Independent Dealers

STABLE dealers who add prestige to the manufacturer are what Goodyear Tire & Rubber Co. wants in lush times and lean. With full production of tires not expected until early 1947, it urges its independent dealers to stock associated lines of non-Goodyear merchandise, to display it for visual selling, to modernize stations and stores and to do it now with Goodyear guidance and help. But they are never to forget they are *tire* dealers first.

Many dealers—mostly those in retail traffic zones—have done it. They

feel stable. Scores of letters are pouring in, telling of volume and profit increases. More than 500 large and small dealers have sent in floor plans and structural details of their places of business and have received Goodyear layouts, display equipment suggestions and decorative schemes, worked out to the last inch of space,

ready for use by local architects and artisans. Requests have risen to more than 100 a month.

Goodyear merchandising experts are advising each type of dealer what lines of allied merchandise to stock—automotive accessories, radio sets and equipment, certain household supplies, paints, even aviation items. (But not

VISIBILITY IS THE KEYNOTE of the Goodyear store modernization plans for dealers who stock allied merchandise. At right, a small store and far right, a large one. In both cases, this full-view effect makes passers-by feel they are already inside. This "gets traffic, stops traffic, sells traffic." Goodyear experts design stores and interior layouts to suit the needs of any dealer. If he wishes, the dealer buys the Goodyear standard equipment, and has local architects and artisans work from Goodyear plans and specifications.





BEFORE AND AFTER: Mr. Tire Dealer's store (left) suddenly became inviting to the eye, increased its lines of merchandise with no increase in space, and boosted sales after Goodyear store layout men had done their work (above). There won't be enough tires to meet today's post-war "law of supply and demand" until perhaps 1947. So Goodyear merchandise experts are suggesting various allied lines for tire dealers to carry, as well as ways to display and sell them.

brassieres. "Don't be foolish and try to sell what nobody would expect to find in such a store," says Goodyear.) Based on careful studies, these counselors can tell a dealer what will sell, where and when. The company urges dealers to become "important" locally in whatever lines they carry and not to fiddle-faddle with a lot of unrelated stuff in tiny quantities.

Goodyear is even set up to supply several different lines of allied merchandise from eight regional warehouses, selling it at a saving of something like 10% to its dealers. On such

lines outlets are readily restocked at whatever rate fits their volume, thus minimizing dealer capital tie-up. However, the company does not try to dictate where any man shall buy.

This expanded Goodyear plan, based in part on years of experience in the company's own stores of which there are now 453, is to aid the independent dealer to get into business, stay in, and meet competition.

"The success of Goodyear," says R. S. Wilson, sales vice-president, "and every other manufacturer whose name carries confidence in America's

households is wrapped up in the success of the independent merchant. This requires close cooperation between independents and manufacturers. Independence in business does not mean freedom from competition, but freedom of competition. Regardless of statistics showing 1,000 business failures every day in this country, it is a fact that an independent retailer who really knows what to do and how to do it and who is willing to work, work, work will succeed. That's what we're aiming at."

Standardization being of big help to chains, Goodyear offers it to independent tire dealers who go in for allied merchandise: Standardized identification store fronts and signs; standardized merchandise already proven readily salable; standardized store layouts tailored to suit each outlet; display fixtures purchased from Goodyear or built locally; spotlight display ideas; tested display services costing \$4.20 per month; even standardized price markings.

The entire Goodyear dealer aid plan "to help the man who wants to be his own boss" is demonstrated for visiting dealers in the company's new Visual Merchandising Laboratories—20,000 square feet of floor space in one of the headquarters' buildings in Akron. There Mr. Dealer is shown what Goodyear can do for him in these



nine merchandising functions: (1) Selecting a good business address; (2) store identification; (3) store planning and display; (4) hiring and training people; (5) selling the product; (6) servicing the product; (7) sales promotion; (8) advertising; (9) keeping records.

Mr. Dealer can see typical stores ranging from little gas-pump islands up to full-blown, down-town establishments full of layout and display ideas worked out under V. H. Jones, manager of store planning and display, each one stocked with Goodyear

and other products selected by H. G. Harper, manager of allied merchandise. J. E. Mayl, vice-president, Tire Sales Division supervises the whole operation.

The dealer can talk over his particular needs with men who quickly produce modernization plans, either simple or elaborate, to fit his store and its location. This may be a \$250 job consisting of merely a sign and a front touch-up, or it may call for \$50,000 worth of building and interior remodeling by local contractors working from Goodyear detail plans.

Long leases and satisfactory locations naturally encourage greater investments.

The dealer decides whether he wants few or many Goodyear standardized display tables and shelving units, each comprising five pieces and each flexible enough to permit a set-up to fit any shape space. Thus the dealer can get fuller return from every rent dollar he pays out. And he finally decides what associated lines of merchandise he should carry—with Goodyear advice.

What does it all cost one of these independents Goodyear is trying to aid? There's a standard example in the Visual Merchandising Laboratory. A 17 x 38 ft store can be completely equipped with fixtures and stocked for \$3,000 plus installation costs. That, Goodyear believes, offers even the returned war veteran—who is willing to "work, work, work" and use Goodyear merchandising ideas—a chance to be his own boss and make money.

Biggest Factor in Selling

The company has gone deeply into the question of store construction. Working on the principle that visibility is one of the biggest factors in selling goods, it has designed stores with such wide-open glass fronts and spacious displays of stock upsweeping from low center tables to side and back wall shelves that a passer-by actually feels that he is inside. He really can see what's there. Goodyear thinks this "gets traffic, stops traffic, sells traffic."

Of course, most Goodyear dealers do not have traffic locations for such elaborate layouts. But much the same principle is employed in modernizing plans for back-street and outlying dealers. "Let 'em see you. Show 'em what you've got. Make it easy for customers." Those are Goodyear store basic ideas.

Further Goodyear advice to dealers is: "Render service. The more you render, the more of a leader you'll be." So it has standard layouts for tire and battery and automotive service departments as well. And it counsels those who stock radios and electric appliances to make sure they add service—and let people know it.

Today Goodyear tire salesmen's training is fitting every man to go out and sell dealers on using the company's merchandising and store modernization services. It's a plus for them until the company can get into tire production stride again.

"And that," says Chairman of the Board, P. W. Litchfield, "depends upon how soon labor will once more be willing to work."

NO RECONVERSION PROBLEM in LAWRENCE



**The Committee for Economic Development reports:
Lawrence is 1 of only 3 cities
in New England having no
reconversion problem.**

Shortly after V-J Day, the Eagle-Tribune published a news item that Lawrence mills had openings for 2045 persons. No mass layoff problem there!

On October 7th the CED released its survey of 900 communities in the United States. Lawrence was listed as one of three leading New England cities (and as one of twenty-five cities in the nation) not affected with reconversion problems.

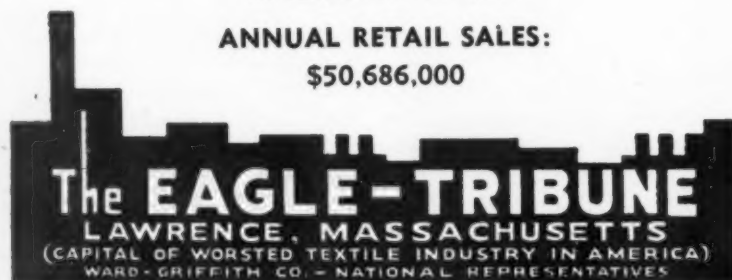
This should be convincing proof to advertisers that sales will stay UP in a market already noted for profits—**LAWRENCE!**

ABC CITY ZONE POPULATION

In Lawrence: 124,849

ANNUAL RETAIL SALES:

\$50,686,000

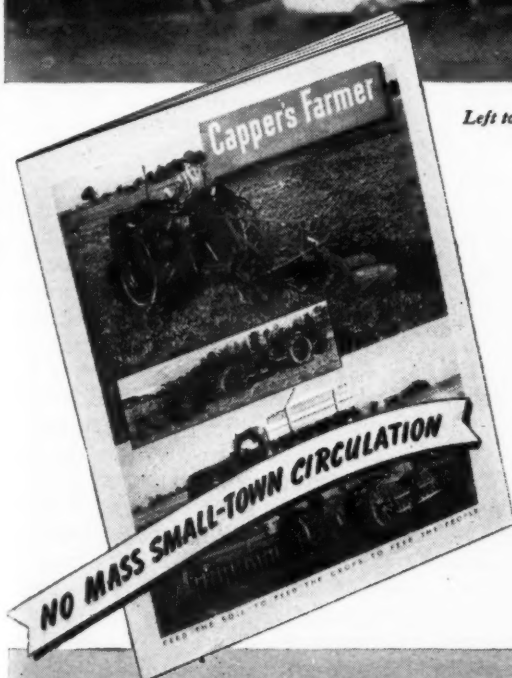


Roy Whitford, President
Exchange Bank of Fairfax (Mo.),
Says —

**"I see most of
your subscribers
are customers
of this bank"**



Left to right: Harry Emrick, asst. cashier; J. E. Hunter, cattle feeder; Roy Whitford, President



Naturally, Mr. Whitford, most of the subscribers of Capper's Farmer at Fairfax, Missouri, are valued customers at your bank. That is true wherever there are banks and wherever there are subscribers to Capper's Farmer.

There is good reason for this. Capper's Farmer is edited for the practical farmer who is ambitious to make money. The articles in it tell "how to do it"; and "why" it is more profitable to do it that way. Practically every article in it is based on the experience of some good farmer. It is this down-to-earth view-point that builds confidence among its readers—confidence that carries over to the advertising columns. More than 1,200,000 families in the rich farmlands of mid-America read Capper's Farmer.

CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

Lockheed Enthrones Passenger as King of Post-War Sales Setup

Perhaps we've been wrong in considering the airlines as our "consumers," says Lockheed. Isn't the man or the woman who flies the real buyer we want to reach? This new line of approach to its peacetime sales problem will have a vital effect on company policy.

YOU are lucky if you sell vacuum cleaners, autos, light bulbs, or cabbages—or if you sell machine tools. You know who your customers are. But if you sold commercial passenger airplanes as we at Lockheed do, you would be up against the question of identifying your real customer. Is he the man who uses the product or the man who buys it? We think the final user, the airline's passenger, deserves some attention. Though he cannot actually buy our planes he can prefer them—and we want to encourage him.

After five years of military production, the Lockheed Aircraft Corp. is back on a simple four-point peacetime sales policy.

1. In selling airplanes, you study the customers first. Where are they and what kinds of planes can they use? It is the sales department's business to find out.

2. When a market has been located, the engineering department embodies the customer's preferences and needs in a plane.

3. When this plane is built, the sales department undertakes to sell it.

4. Finally, the sales department must keep the customer sold, by rendering technical services, helping him to get value out of his planes.

Lockheed is primarily a commercial aircraft manufacturing company.

In exploring markets we must remember that we do not cover the whole field of aviation. Lockheed could add experts and build a good flying boat, but flying boats are outside our range of specialization. We could also discover good markets for special types of plane, but could not build them at a profit. Markets for perhaps 200 special type planes can be uncovered—but will it pay to engineer and make them?

Our primary markets, to date, have been airline transports and business planes for corporations and executives. The sales organization studies the market to find out what types of aircraft these customers can use. Then



BY
LEONARD K.
SCHWARTZ

*Sales Manager
Lockheed Aircraft Corp.
Burbank, Calif.*

Lockheed management busies itself with design, engineering, and production.

Today our line consists of three major types:

1. The Constitution, a large job capable of carrying 150 passengers, with two decks and 12,000 to 15,000 horsepower. It is a hush-hush number, but selling it will be a business in itself, because it compares with the largest ocean liners. How many customers are there for Queen Marys, and where do you look for them?

2. The Constellation, a four-engine transport with a top speed of about 340 m.p.h. and a cruising speed of 300 m.p.h. It has an all-out range of 4,300 miles and carries 64 passengers. Market-wise it is like selling streamlined trains to railroads.

3. The Lockheed Saturn, a 14-passenger ship, designed for the foreign airline market and for corporation and executive use. It may be

used as a major ship on a small airline, a feeder, or a regional transport. It compares with motorbuses and palatial yachts.

Studies of the transport plane market during the past 15 years have suggested that there is a five-year sales cycle in transport planes. Sales build up to a high peak during a major equipping period, followed by a period of replacements with few original sales.

So far, no one aircraft company has managed to be the leader on two of these five-year cycles. We have tried to find out why, and think—pure theory—that maybe the manufacturer has thought of the wrong party as the consumer of his product.

Who Is the Consumer?

In selling cars, you have your distributor, retailer, and consumer. You sell to the consumer, jumping over your distributor and retailer.

In selling aircraft, we have thought of the airline as our consumer. Perhaps we are wrong. Maybe the real consumer is the airline's passenger; our retailer is the ticket-seller in an airline office or travel agency, or a hotel porter.

We are working out a little plan along that line, feeling that if the passenger wants to ride in the planes we build, we won't have to worry about the distributor or retailer.

In setting up a sales organization today, after a six-year furlough, we meet some greatly changed conditions. There have been revolutions in aircraft design, of course, and revolutions in the way airline operators and corporations can make use of planes. But the greatest revolution is in the foreign countries where we will be looking for sales.

Except in this country and the Netherlands, we deal everywhere with governments. The trend toward socialization of the air transport business is world-wide. We are not selling to customers who decide on so simple a basis as giving services and making money, but are in the midst of an international economic and political battle worse than war itself. We spend as much time with the State Department as we do with a foreign customer.

Before the war, our product sold for \$40,000 to \$100,000. Today our planes are priced from \$500,000 to \$3,000,-

SALES MANAGEMENT

000. Nobody has ever sold that kind of product and there are no textbooks on selling technique. All aircraft companies have had to develop methods, and it is necessary to demonstrate much more exactly to your customer how your product is going to make money for him.

Before the war, we had sales representatives in foreign countries who were paid in commissions, or profits, or who carried the Lockheed line with other import-export business. That was a short-range set-up. Today, we are organizing on a long-range basis, with every foreign sales office a Lockheed office. The world has been divided into

sponsible for selling the product and keeping the customer sold. It is divided into Sales Research, which explores markets, and Sales Promotion, which sells, advertises, publishes promotional literature, and so on. We have a Sales Engineering Department preparing technical data for the products for our use with customers.

We have domestic sales offices in New York City, Chicago, Dallas, and Montreal, as well as in Burbank, Calif. For foreign sales, we already have offices covering Europe, Africa and the Near East, Australia and New Zealand, the Orient, Latin America.

We have a complex group of ex-



LOTS OF LOCKHEEDS: Capt. Eddie Rickenbacker, president of Eastern Airlines, approves a contract for the purchase of 20 Lockheed transports, as Carl B. Squier, Lockheed Aircraft sales and service vice-president, looks on.

sales districts, each in charge of a salaried Lockheed employe, who also gets a very small bonus on over-all business in his district. As with our home organization, such men can look forward to 15 or 20 years of service, instead of a lucky clean-up in one of those five-year cycles.

Lockheed operates by branches or divisions, of which Sales and Service is one—the others are Financing, Engineering, Administrative, and Manufacturing and Materiel. Sales and Service is broken down into Parts, which handles spare parts; Customer Service, world-wide in its dealings with customers, making good on our guarantees; the Contract Office, dealing with the complex agreements under which our product is often sold; and finally, the Sales Office, which actually sells all Lockheed has to offer.

This is my own department, re-

perts, engineers, salespeople, advertising people—just about every kind of technician. Our major problem is to establish an even flow of activity from the company to the customer.

We tried to picture our sales activities as one man, selling one plane, to one customer, in one market—but we had to picture Superman, so we dropped that. There just wasn't any such man!

Finally, we pictured it in charts which convince our engineers and production men that the sales department can be complicated, too. By these charts, we can find out what to do when, say, a customer from the Near East drops in at Burbank, and we cannot call in our man from Istanbul.

We also do indirect as well as direct selling. When we are not in the midst of an advertising or sales campaign, we are always selling Lockheed, or

"GEE THANKS!" BOY! I'M SURE GLAD TO KEEP ON DOING BUSINESS WITH THESE PEOPLE



SEND YOUR CUSTOMERS, EMPLOYEES and FRIENDS

TREE-FRESH

Florida FRUIT

FROM THIS FAMOUS GROVE

For an outstanding gift that will pay off in extra MEASURES OF GOOD WILL... just send us your list and we'll do the rest. Every orange and grapefruit guaranteed premium fruit, freshly picked, selected and shipped the same day. Special greeting card with your name—no advertising in box.

FULL BOX \$7.50 **HALF BOX \$4.50**

1 3/5 Bushels 4/5 Bushel

PREPAID: Slightly more west of Mississippi River.



Famous **OLD TIME** Brand

Coachman's Kumquat Shop

Dept. S. Coachman Station
CLEARWATER, FLORIDA *Our 42nd. Year*

Sell It To ST. PETERSBURG



Last year St. Petersburg's retail sales exceeded \$50,000,000.00. This year the figure will be still higher. St. Petersburg's population has increased 42% since 1940. Its tourist business is growing even greater.

St. Petersburg is an important part of the great Tampa-St. Petersburg market. To sell St. Petersburg, you should use St. Petersburg papers. No Tampa newspaper has as much as 400 average daily circulation in this city.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
 Represented nationally by
Theis & Simpson Co., Inc.
 In Florida by V. J. Obenaus, Jr., Jacksonville

BAUSCH & LOMB craftsmen are LOOKING UP!



8000 skilled workers face uninterrupted steady employment!

AS America's No. 1 producer of microscopes, binoculars, projection lenses, spectographs and other scientific optical instruments—Bausch & Lomb will continue top output to fill war-depleted stocks the world over.

BAUSCH & LOMB optical workers are experts of the *highest order*—like employees at most other specialized Rochester plants they enjoy permanent, year-round employment!

ONLY 12 other cities equal Rochester's value of industrial production. But *Rochester's per capita value is highest of all!* These skilled, high-wage, finished product workers *make more, spend more* to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East—all *dominantly* covered by Rochester's two fine newspapers!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes
Bausch & Lomb Optical Goods
Beech-Nut Coffee
Blue Label Ketchup
Bond Clothes
Clapp Baby Foods
Cutler Mail Chutes
Delco Automatic Heat
Eastman Kodaks
Evening in Paris Cosmetics
Fanny Farmer Candies
Fashion Park Clothes
French's Mustard
General Railway Signals
Gleason Gear Cutters
G-M Auto Accessories
Graflex Cameras
Hickey-Freeman Clothes
Hickok Belts and Braces
Mason & Hamlin Pianos
Matrix Shoes
Michaels-Stern Clothes
Pfaudler Glass-lined Tanks
Ritter Dentist's Equipment
Shur-On Glasses
Snider's Catsup
Stromberg-Carlson Radios
Superba Cravats
Taylor Thermometers
Timely Clothes
Todd Protectographs
Women's Arch-Aid Shoes

should we say "trying to sell," for only during the past three months have we obtained signed contracts.

We have had some breaks, such as the company's sale of \$68,000,000 worth of Constellations, the largest single block sale in commercial aviation history.

But the battle going on between the world's commercial airlines is one of the most interesting in the annals of business. There is manoeuvring for deliveries. One line says, "We will buy so many planes, if we get them all before our competitor gets any." And the latter will buy half as many on similar conditions.

Delivery Diplomacy

We worked for months trying to solve that problem. One airline was brought to agree to getting the first plane, the rival the next one, and then receiving the next four—but the competitor said "No!" It meant an *hour* difference in delivery. We had to turn down one airline, fortunately getting the largest order.

Customers have ordered 140 million dollars' worth of Lockheed planes before we could tell them the price, specifications, or the dates of delivery.

Pricing presents problems peculiar to the aircraft industry. Our development costs are high, and units sold may be few. We may think of \$600,000 or \$700,000 as a price, yet the first unit might cost us \$20,000,000.

So we have adopted several different pricing methods. We may say to the customer that the price will be a certain amount if we are able to sell so many units by the time of his delivery—and so much less if we have sold more. In another case, we have to estimate the market to quote a price based on prospective sales.

Admittedly, some of these complexities are transitory—they will be solved as the industry passes out of its re-conversion period. They show that many important things are happening in our industry.

We at Lockheed are confirmed optimists. We think the industry is here to stay. We think flying is here to stay. We think aviation is going to do great things for the world, that it can preserve peace as well as win wars.

In its last pre-war commercial sales year, Lockheed volume was \$10,000,000 and we had 3,000 employees. In 1946 we expect to do just about 10 times as much, with 10 times as many employees. We have a backlog large enough for two years—and from there on, we believe that salesmanship is still the key to success, whatever you are selling—be it Constellation transports, Queen Marys, shoes, or sealing wax.

TIMES-UNION
Evening

ROCHESTER, N.Y.

DEMOCRAT & CHRONICLE
Morning and Sunday

Two of 21 Gannett Newspapers

Representative—J. P. McKinney & Son
Los Angeles Chicago San Francisco New York



POLICY SHAPERS: U. S. Rubber Company's Dealers Council helps to formulate company policies, improve merchandising methods, assist in future plans. Shown here are members of U. S. Tires Division 1945 Council.

U. S. Rubber's Dealers Council: What It Is, How It Works

It's another example of democracy in business . . . and its effectiveness rests on the fact that it gives dealers a sense of participation in all management decisions that ultimately affect their welfare.

THERE are many ways to encourage and assist dealers in the effective use of modern merchandising methods — but in the main, success depends on how much the dealer is made to feel that he is a partner in any enterprise.

United States Rubber Company is one company that is successfully carrying out the partnership idea. This is being accomplished through the U. S. Tire Dealers Advisory Council which is helping immeasurably to shape policies, improve merchandising methods, and to assist in future planning.

The U. S. Tires Division Dealers Advisory Council has been active for eight years and the majority of its recommendations have been put into effect with mutual benefit to the dealers and the company.

The council members are selected with the greatest care and with an eye to their geographical location, their standing in their respective communities and their types of operation. Prospective members are nominated by the company's divisional managers, and final selection is made by the sales manager. Five new members are appointed each year to replace five retiring members who have completed their two-year terms. Thus the personnel of the Advisory Council is at all times composed of five new and five experienced members. A new council chairman is selected at the first meeting each year. This man is

selected by the members themselves at a private meeting of the council, and he presides at all subsequent meetings for the balance of the year.

Meetings are held as circumstances, trends and conditions may dictate, and the locale generally varies with each meeting. The purpose of this, says W. D. Baldwin, sales manager of the U. S. Tires Division, is to even up the burden of traveling and to give the council members a change of atmosphere. Besides the council members, the meetings are attended by the general office staff and divisional managers.

Notice of a forthcoming council meeting is usually mailed to the members about a month in advance of the actual meeting date, and members are invited to submit to Mr. Baldwin the subjects they would like to discuss with him and the members of his staff. Since, figuratively speaking, each council member represents the U. S. dealers in his area, he generally includes in his list of subjects to be discussed the thinking of the U. S. dealers he represents.

Council meetings usually cover a period of two or three days. The first day's meeting is opened by the sales manager who, after a short welcoming address, turns the meeting over to the council chairman. Subjects on the council docket are then brought up for discussion with the members of the general office staff.

The second day of the meeting is generally given over to the company's presentation to the council of whatever merchandising, product, or advertising plans may be in a sufficiently advanced state for discussion. This is done so

WALTER D. BALDWIN

. . . newly appointed sales manager of the U. S. Tires Division of United States Rubber Co. Starting out with the company in 1934 as salesman in the Spokane Branch, he served successively as district manager of the Salt Lake City and Portland, Ore., Branches. Transferred to the New York offices in 1941, he became assistant sales manager of the Gillette Tires Division . . . one year later, sales manager. In 1944 he was made merchandising manager, U. S. Tires Division, a position which he held until appointment to his present post.



ACME BREWERIES
ADLERIKI COMPANY
ADMIRAL CORPORATION
ALBERS BROS. MILLING CO.
ALUMINUM COMPANY
OF AMERICA
AMERICAN RADIATOR &
STANDARD SANITARY CORP.
ARMOUR & COMPANY
AVOSET, INC.
BANK OF AMERICA
BAUER & BLACK
BEST FOODS
Best Foods Mayonnaise
Nucoa
BLACK & WHITE
BORDEN COMPANY, THE
Klim
BOYLE COMPANY, THE A. S.
3-in-one oil

BRISTOL-MYERS COMPANY
Ingram's Shaving Cream
Ipana Tooth Paste
Vitalis Hair Tonic
BROWNE VINTNERS CO., INC.
White Horse Scotch Whisky
BURROUGHS ADDING
MACHINE CO.
CALIFORNIA CONSERVING
COMPANY
C-H-B Products
CALIFORNIA FRUIT GROWERS
EXCHANGE
Sunkist Oranges and Lemons
CALIFORNIA SPRAY CHEMICAL
CORP.
CALVERT DISTILLERS
CORPORATION
CANADA DRY GINGER ALE, INC.
Johnnie Walker

CARTER PRODUCTS, INC.
Arrid
CHAMPION SPARK PLUG CO.
CHESEBROUGH MFG. COMPANY
Vaseline
CHRYSLER CORPORATION
CITRUS PRODUCTS COMPANY
Kist Beverages
CLOROX CHEMICAL COMPANY
COLGATE-PALMOLIVE-PEET
COMPANY
Cashmere Bouquet
Colgate Dental Cream
Palmolive Soap
CONTINENTAL RADIO AND
TELEVISION CORP.
CORN PRODUCTS REFINING
COMPANY
Karo
Kingsford's Corn Starch

CREAM OF WHEAT
CORPORATION, THE
CREOMULSION COMPANY, INC.
CUDAHY PACKING COMPANY
Old Dutch Cleanser
DAVIS COMPANY, R. B.
Cocomalt
DEARBORN SUPPLY COMPANY
Mercolized Wax Cream
DICK COMPANY, A. B.
Mimeograph Duplicator
DOUBLEDAY, DORAN & CO., INC.
DURKEE FAMOUS FOODS, INC.
ELGIN NATIONAL WATCH
COMPANY
EMERGENCY LABORATORIES
Poslam
ENO LTD., J. C.
ESTERBROOK STEEL PEN MFG.
COMPANY
EXCELSIOR LABORATORIES



FASTEETH, INC.
FIRESTONE TIRE & RUBBER
COMPANY
FITCH CO., F. W.
FOLGER CO., J. A.
FONTANA FOOD PRODUCTS CO.
FORD MOTOR COMPANY
FULLER & CO., W. P.
GANTNER & MATTERN COMPANY
Swimsuits
GENERAL BREWING
CORPORATION
GENERAL ELECTRIC COMPANY
GENERAL FOODS CORPORATION
Grape Nuts
Instant Postum
Jell-O
Maxwell House Coffee
Sanka Coffee
GENERAL MOTORS CORPORATION

GLENMORE DISTILLERIES
CO., INC.
GHIRARDELLI CO., D.
GOODRICH COMPANY, THE B. F.
GOODYEAR TIRE & RUBBER
CO., THE
GRAHAM-PAIGE MOTORS
CORPORATION
GROVE LABORATORIES
Bromo Quinine
Pazo Ointment
GRUEN WATCH CO., THE
HANES KNITTING CO., P. H.
HAWAIIAN PINEAPPLE CO., LTD.
HAWAIIAN SUGAR PLANTERS'
ASSOCIATION
HEINZ COMPANY, H. J.
HILLS BROS. COFFEE, INC.
HILLS BROTHERS COMPANY
HIRAM WALKER & SONS, INC.
HORMEL & CO., GEO. A.

HUDNUT, RICHARD
Three Flowers
INTERNATIONAL CELLUCOTTON
PRODUCTS CO.
Kotex
JANTZEN KNITTING MILLS
JERGENS-WOODBURY CORP.
Jergens' Lotion
Woodbury Soap
Woodbury Cream
JOHNSON & JOHNSON
KAYSER & CO., JULIUS
KELLOGG COMPANY
Gro-Pup Dog Food
Kellogg's All-Bran
Kellogg's Corn Flakes
Kellogg's Pep
Kellogg's Rice Krispies
KNOX COMPANY, THE
Cystex
Mendaco
Nixoderm

KOLYNOS CO., THE
Anacin
Bi-So-Dol
Kolynos Dental Cream
LAMBERT PHARMACAL COMPANY
Listerine Antiseptic
Listerine Tooth Paste
Pro-phy-lac-tic Tooth Brush
LAMONT CORLISS CO.
Pond's Face Powder & Cream
LEHN & FINK PRODUCTS
COMPANY
Hind's Honey & Almond Cream
Lysol
LEVER BROTHERS COMPANY
Lifebuoy Health Soap
Lux Toilet Soap
Lux Washing Flakes
Rinso
Spry
Swan Soap
Vimms

LIBBY, McNEILL & LIBBY
LIFE INSURANCE COMPANY
OF AMERICA
LIGGETT & MYERS TOBACCO CO.
Chesterfields
LUFT CO., GEORGE W.
Tangee
MAIDEN FORM BRASSIERES CO.
M. J. B. COMPANY
MANY, BLANC & CO.
Du Bouchet
MATSON NAVIGATION
COMPANY
MENNEN COMPANY, THE
MENTHOLATUM COMPANY
MILES LABORATORIES, INC., DR.
Alka-Seltzer
One-A-Day
MILLER BREWING CO., LTD.
MORGAN'S SONS CO., ENOCH
Sapolio

MORRIS CO., LTD., INC., PHILIP
Philip Morris Cigarettes
MURINE COMPANY
MUSTEROLE COMPANY
NATIONAL CARBON CO., INC.
Eveready Flashlights & Batteries
NATIONAL CASH REGISTER
COMPANY
NATIONAL DISTILLERS
PRODUCTS CORP.
Old Grand-dad & Old Taylor
NESTLE'S MILK PRODUCTS, INC.
Alpine Milk and Coffee
Nescafe
NEW ENGLAND MUTUAL LIFE
INSURANCE CO. OF BOSTON
NEWSWEEK
NEW YORK LIFE INSURANCE
COMPANY
NEW YORK STOCK EXCHANGE

NORGE DIV., BORG-WARNER
CORPORATION
Household Appliances
NORTHAM WARREN SALES
CO., INC.
Cutex
Odorono Deodorant
Peggy Sage Nail Polish
NORWICH PHARMACAL
COMPANY
NOXZEMA CHEMICAL COMPANY
PABST SALES COMPANY
PACIFIC GREYHOUND LINES
PACKARD MOTORS EXPORT
CORPORATION
PAN AMERICAN AIRWAYS
PARKER PEN CO., THE
Pens & Quink
PEPSODENT COMPANY, THE
PERKINS PRODUCTS COMPANY
Kool-Aid

PET MILK SALES CORPORATION
PETRI WINE COMPANY
PHILCO CORPORATION
PINKHAM MEDICINE CO.,
LYDIA E.
PROCTER & GAMBLE COMPANY
Camay
Crisco
Oxydol
PUREX CORPORATION, LTD.
QUAKER OATS CO., THE
RADIO CORPORATION OF
AMERICA
RAINIER BREWING COMPANY
RECKITT & COLMAN, LTD.
Colman's Mustard
Magic Blue
REGAL AMBER BREWING
COMPANY
RESINOL CHEMICAL CO.
REVLON PRODUCTS
CORPORATION

Ever Since Pearl Harbor Have

PINNED-UP HAWAII ON THEIR SALES MAPS

...and during
the war these
advertisers used
the Honolulu
Star-Bulletin

Honolulu Star-Bulletin

HAWAII'S HOME-DELIVERED NEWSPAPER
For information regarding sales representatives and distrib-
utors in Hawaii, write to Special Service Department, Honolulu
Star-Bulletin, Honolulu T. H., or O'Mara & Ormsbee, Inc.,
New York, Chicago, Detroit, San Francisco, Los Angeles.

In Honolulu where the concentrated population
of Hawaii is, the Star-Bulletin has a carrier de-
livery to practically every home every evening.

REYNOLDS TOBACCO CO., R. J.
Camels
ROMA WINE COMPANY
SALES BUILDERS, INC.
Max Factor Cosmetics
SCHENLEY INTERNATIONAL CORP.
SCHILLING & CO., A.
SCHLITZ BREWING CO., JOS.
SEIBERLING RUBBER EXPORT
COMPANY
SHEAFFER PEN CO., W. A.
SHELL OIL COMPANY
SHERWIN-WILLIAMS COMPANY
SHULTON, INC.
Leigh Perfume
SIMONIZ COMPANY, THE
SOUTHERN PACIFIC RAILWAY
SPERRY CORPORATION
SPERRY FLOUR COMPANY
STANDARD BRANDS, INC.
Fleischmann's Yeast

STANDARD OIL CO., OF
CALIFORNIA
STEIN & CO., A.
STERLING PRODUCTS
INTERNATIONAL
Bayer Aspirin
Castoria
Dr. Lyons Tooth Powder
Phillips Milk of Magnesia
Watson's Multisified Coconut Oil
Shampoo
STEWART-WARNER CORPORATION
STUDEBAKER CORPORATION
SWIFT & COMPANY
TEA GARDEN PRODUCTS
COMPANY
TIDE WATER ASSOCIATED OIL
COMPANY
TIME, INC.
TOBACCO BY-PRODUCTS &
CHEMICAL CORP.
Black Leaf "40"

TRYCO COMPANY
UNION BANK & TRUST CO.,
OF LOS ANGELES
UNION OIL COMPANY
UNION PACIFIC SYSTEM
UNITED AIR LINES
UNITED AIRCRAFT CORPORATION
U. S. RUBBER COMPANY
UNITED STATES STEEL
CORPORATION
U. S. TOBACCO COMPANY
Model Smoking Tobacco
VAN CAMP SEA FOODS, INC.
VICK CHEMICAL COMPANY
WALKER & SONS, INC., HIRAM
DeLuxe Bourbon Whiskey
Imperial Blended Whiskey
WANDER COMPANY, THE
Ovaltine

WARNER BROS. CO., THE
Le Gant Corsets
WECO PRODUCTS COMPANY
Dache Nets
Dr. West's Tooth Brush
WELCH GRAPE JUICE CO., THE
WESSON OIL & SNOWDRIFT
SALES CO., INC.
WESTCLOX
WESTINGHOUSE ELECTRIC
& MFG. COMPANY
WILCO COMPANY
Bif Fly Spray
Van's Shoe Dressing
WILDROOT COMPANY, INC.
WILLIAMS CO., THE J. B.
Williams Shaving Preparations
WILLYS EXPORT CORPORATION
WINE ADVISORY BOARD
WRIGLEY JR. & CO., WILLIAM

The Lid's Off!

Selling is once again rapidly becoming a grass roots problem—one that's best solved by pre-testing in a grass roots community. That's where Johnson City excels! Uninfluenced by any other publication, this typically American cross-section market is ideal for testing dealer and consumer acceptance. Successfully used by manufacturers and advertisers who wish to make thorough tests before attempting national promotion and distribution. Write for more details—now.



BEST TEST PAPER IN THE SOUTH

JOHNSON CITY ^{TENN} PRESS-CHRONICLE
Johnson City, Tennessee

National Representatives
MID-SOUTH DAILIES

LONG BEACH, CALIFORNIA

has a vital suburban market!



607,766 people reside in the greater Long Beach 10 mile zone . . . the majority finding a natural shopping center in metropolitan Long Beach.

The daily SUBURBAN EDITION of the Press-Telegram and Sun containing news gathered in these many nearby communities is widely read in this rich area.

ONLY Long Beach paper with suburban circulation.

It's the . . .

Press-Telegram

and Long Beach Sun

REPRESENTED NATIONALLY BY WILLIAMS, LAWRENCE & CRESMER COMPANY
Members: Metro Pacific Comics, Pacific Parade, Nancy Sasser Group



YOU CAN Do It, Too! Clever merchandising enables youngsters to make their own accessories. Kits are complete—from needle, thread, and thimble to ready-cut patterns and instructions on how to put together mits or slippers. Result: Quality articles with a saving of from one to three dollars on each.

that the dealer experience of the council members may be brought to bear in the perfecting of the company's future plans.

A careful record is taken of all that transpires at the council meetings, this being especially true of all recommendations made by the council.

"It is quite clear," Mr. Baldwin observes, "that in any two- or three-day session during which representative dealers confer with sales management on policies, plans, and programs and make their recommendations based on their own experiences as dealers and the experiences of other dealers in their areas, that the company is placed in a position to translate dealer thinking into the kind of policies, plans, and programs that will be tailored to meet the dealers' actual needs.

"We feel that our Dealers Advisory Council has made a most important contribution to our progress and has enabled us to make effective the plans, policies, and programs by which our dealers are guided. The very existence of the council, which is well known to our dealers, has a very salutary effect upon dealer organization. It makes for a greatly improved dealer relationship, for each dealer feels that there is a spokesman on the council who represents him—one who is looking after his interests and who will bring to the attention of the sales manager those problems and those situations which will make for better operation."

SALES MANAGEMENT

Promotion

Newspaper Development

To point up the improvements and developments newspapers have shown during the past 20 years, *The Toledo Blade* has used itself as a measuring stick, gotten out a 20-page booklet, "Twenty Years . . . and what they have meant in newspaper development."

One of the most important developments in newspapers was news by wire service, which enabled papers to get information infinitely faster, print more comprehensive, more varied news. In 1925, for instance, *The Blade* carried two world-wide news services, had a telegraph editor to handle news by wire. But sources of news were definitely restricted and a typical front page of the day carried only one picture, four news stories from Washington, one from Havana—depended on local and state news to fill the rest of the page. In 1945, with the wider coverage provided by Wire, the paper's front page featured four sound photo pictures, news stories from Washington, London, Paris, Columbus, Ohio, Detroit, Germany, and three Pacific war stories, direct from the front.

Like Topsy

During the past 20 years *The Blade*, like many newspapers, has increased its editorial page from one page to two, its columnists from three to 12. The daily feature content saw a sharp and impressive rise. From four features in 1925 the daily feature graduated to 32 in 1945—or eight times over.

Newspaper typography has come a long way during these two decades. From the cluttered, badly laid-out page of yesterday, a cleaner, easier-to-read, vastly more interesting layout has emerged. *The Blade* took two of its Local News sections, one of 1925 and the other from a recent issue, to show how far such pages have come. Gone are the advertisements, the cross-word puzzles—and in their place are better pictures, more human interest material, more news.

Nearly all papers have shown a marked increase in features—articles, news of the theater, shorts and serial stories, human-interest photographs, cartoons. And coming down the way is color advertising, one of the greatest of newspaper improvements wrought over the years. Color has been used to a limited extent in newspapers for several years; the years ahead will see it emerge, perfected and available to all advertisers.

Write H. C. Aldridge, National Ad-

vertising Manager, *The Toledo Blade*, Toledo, Ohio, for a copy of the booklet.

Talks

Maybe you're not familiar with the excellent heavy-paper booklet CBS gets out quarterly, called "Talks." It's a digest of addresses presented in the public interest by the network. Address CBS, 485 Madison Avenue, New York 22, N. Y.

S.M. Tips Its Hat . . . To National Broadcasting Co., for a graphic compilation, in book form, of its final 83-hour coverage of news between war and peace with Japan, Called "NBC Stands by for Victory;" it's a section of history between covers—reads like a novel. . . . To *Newsweek* for its booklet, "Passport to Pan American Business," a spotlight on the economic scope of Latin America, using the magazine's subscribers south-of-the-border as its yardstick.



MARSHA, JANE, HENRY, OR JOHN - THE UNION-LEADER REALLY DELIVERS YOUR MESSAGE -

In fact, 74% of the Manchester Union-Leader's circulation is HOME DELIVERED and 37% is paid in advance yearly subscriptions. Sales action is planned in these homes — for foods, fashions, drugs or divans — we'll deliver your message in the State's accepted metropolitan daily. These are the days of the *INQUIRING* Market — asking "What Have You to Sell" — Answer it along *with* the news they like to read.

the **MANCHESTER**
UNION-LEADER



FACTS An important portfolio for those who plan . . . write for one today.

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY

Wanted: A Defrosting for Our Gelid Sales Letters

If you want to have a good cry, just trot back to the offices where your routine sales correspondence is handled, pull out some files at random, and read. Then come back and reconsider Mr. Morris' five-point plan for improving the quality of replies to daily mail.

BY R. H. MORRIS

Correspondence Consultant

MOST sales executives take a vital interest in sales letters and other promotional material sent to prospects and customers. In smaller concerns they often have a hand in the preparation of all direct mail. But rarely do these public-relations-conscious executives pay the slightest attention to the so-called routine correspondence carried on with important customers and prospects. Seldom do they know whether letters going from their home and branch offices are building the goodwill and prestige which will help men in the field to do an effective selling job. Nor do they know whether their correspondence is damaging future sales and profits.

Is this the case in your organization? A short self-quiz may prove the point:

1. Do you know whether your customers' orders and inquiries are acknowledged promptly, courteously, and intelligently?
2. Are inquiries resulting from your costly advertising and other promotional efforts effectively answered and followed up?
3. Are tactless, ill-advised credit letters creating unpleasant or embarrassing situations for your men in the field to overcome?
4. Do you know whether good customers and prospects are antagonized or confused by conflicting interpretations of company policy, as expressed in branch and home office letters?
5. Do your salesmen get a run-around when they ask for specific information? Or do they receive from other departments demanding, officious letters which cause them unnecessary inconvenience and expense?

Perhaps during the war years it didn't matter whether orders, inquiries, adjustments, and complaints were properly handled. But right now, aren't you trying to win back old customers who feel they were neglected or have just naturally drifted away—and to develop new ones before your competitors can get to them? With intense

competition soon to be felt in almost every field, this vital phase of your public relations program should not be long overlooked if your sales, advertising, and service departments are not to be seriously affected.

Here's a good example of a thoughtless letter mailed from an agency office of a large insurance company:

"Under date of —, we advised you that your remittance sent us, in payment of \$25 premium, was 60c short. Unless we receive a balance of remittance by —, your policy will lapse.

"We would appreciate it if you would let us have this and are attaching a stamped return envelope for your convenience."

And here's the policyholder's justifiable reply:

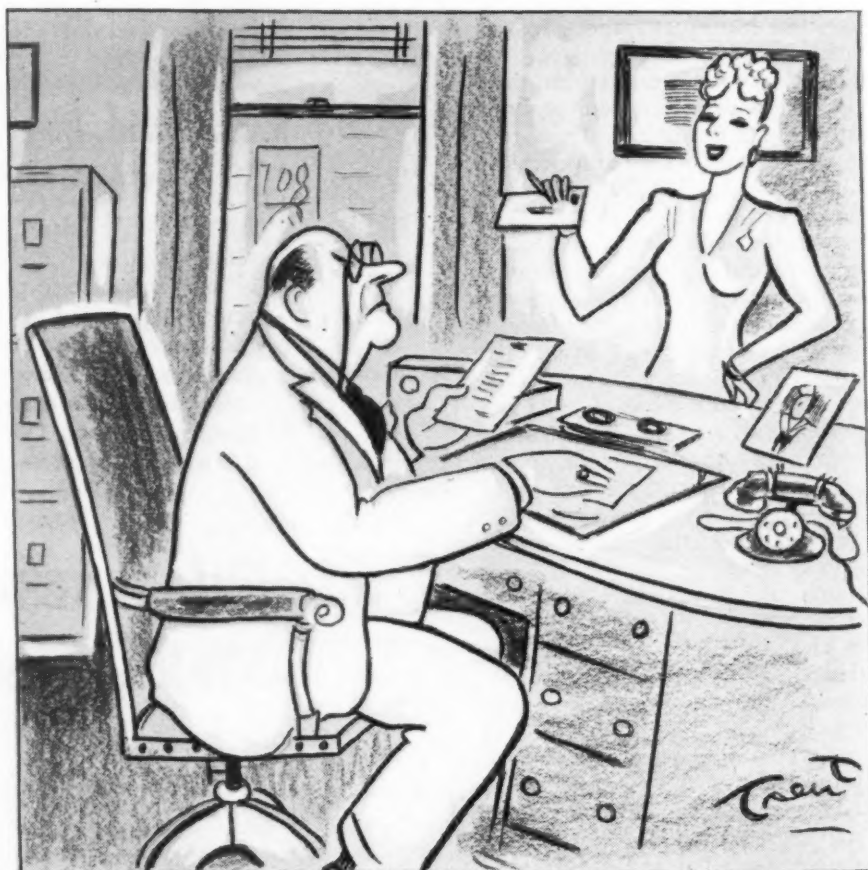
"I was informed by your — office that if I did not pay 60c due on a \$25 premium, my policy would lapse. I think that unreasonable. Your salesmen work too hard to risk losing business by the tactlessness of your office help."

How could the original letter have been improved? A letter along these lines would probably accomplish its purpose without creating ill will:

"Thank you for your remittance of \$—.

"Unfortunately, however, this payment was 60c short of the amount needed to cover your December premium. Of course, you didn't realize this. So if you will send us this small balance, a premium receipt marked 'Paid in Full,' will be mailed you immediately.

"We are sorry to bother you over such a small amount but are sure you will understand. And may we hear from you soon?"



"It's addressed to 'Old Fat and Pompous', care of this Company—Who gets it?"

Conditions of the Competition

The Following Rules will govern Awards for the most effective use of Business Paper Advertising in 1945:

1. The awards are to be given annually to the advertisers who, in the opinion of the judges, make the most effective use of their advertising in business papers by means of, 1—adequately informative copy, 2—pertinent illustration, and, 3—efficient use of the space. Campaigns may be submitted by advertisers, their advertising agencies, or by publishers. Media Advertising and an Agency's own advertising are not eligible.

2. Entries to consist of only three advertisements typical of the entire campaign, which have appeared in business papers during the 1945 calendar year, and included in the following broad classifications: INDUSTRIAL PAPERS: INSTITUTIONAL PAPERS: MERCHANDISING PAPERS: PROFESSIONAL PAPERS.

3. Every entry must be clearly defined as to the division in which the advertiser desires to be judged:

DIVISION 1. Advertising of Operating and Maintenance Parts and Materials. (Oils, greases, cleaning compounds, repair parts, transmission belts, gaskets, etc.)

DIVISION 2. Advertising of Fabricating Parts and Materials, Containers and Packaging Supplies. (Metal stampings, molded plastic, bearings, gears, steel sheets, tubes, fabrics, wrapping materials, cans, boxes, paper, aluminum foil, etc.)

DIVISION 3. Advertising of Machinery and Equipment. (Machine tools, motors, instruments, material handling equipment, hand tools, etc.)

DIVISION 4. Advertising of Primary and Process Materials. (Wood pulp, chemicals, hides, wool, food products, flour, shortenings, plastics, etc.)

DIVISION 5. Advertising of Construction and Engineering Materials. (Fabricated steel, lumber, bricks, roofing, siding, cement, paint, hardware, etc.)

DIVISION 6. Advertising of Merchandise

for Re-sale. Addressed to Dealers and Jobbers. (Housewares, clothing, drugs, hardware, jewelry, shoes, glassware, furniture, etc.)

DIVISION 7. Advertising of Services and Group Advertising. (Transportation, Management, Trucking, Research, Trade Associations, Corporation Advertising, etc.)

(NOTE: if there is any question about the division in which your entry belongs, drop us a line and we'll be glad to advise you.)

4. Each entry must be accompanied by a brief statement on the advertiser's, agency's, or publisher's letterhead, giving:

Objective of each advertisement.

Reasonable evidence of results obtained.

A list of publications in which advertisements appeared.

5. Entries must be kept simple. Each advertisement must be individually mounted on board with 1" margin all around. Any entries unmounted or over size, will be disqualified by the judges. Ornate or lavish presentations are neither necessary nor desired. To separate campaigns, a simple clip or tie arrangement may be used.

6. Awards will consist of certificates of merit for the forty most outstanding business paper campaigns of 1945. Seven special plaque awards will be made for the best entry in each division.

7. The judges will be leading men in their fields, qualified by knowledge and experience to pass on the merits of entries. Their decisions will be final.

8. Entries must be postmarked not later than midnight, January 31, 1946. Awards will be made at a special presentation meeting on April 8th.

Another example is this letter which was inadvertently mailed to an up-and-coming new customer of a nationally known organization. When the sales manager read it he suffered a bad attack of jitters:

"Enclosed please find our check in the amount of \$000, covering your prepayment on your order #000 which we are unable to fill at this time."

How much more friendly and gracious a letter like this would be:

"We are just as sorry as was our Sales Department that your recent

order #000 could not be filled. Since future deliveries are so uncertain, our refund check for \$000 is enclosed.

"You may be sure we are looking forward to the day when all your orders can be filled promptly and to your complete satisfaction. And we certainly hope you will again give us the opportunity of serving you.

"Thank you for remembering us."

In studying the correspondence of some of the country's largest and best known organizations, I have uncovered hundreds of similar incidents where careless, tactless, thoughtless letters

are offsetting the large sums spent on advertising and selling. Almost every time I visit any of our clients' branch offices, I am bombarded with requests to do something about the damaging letters written in the home office—thoughtless letters which are continuously putting men in the field behind the eight-ball.

But, you will probably ask, what steps can I personally take to improve the correspondence within my own company? After all, I'm not a letter writing specialist. Well, you needn't be, and here are five simple steps by which you will produce gratifying results almost immediately:

Five Steps for Results

1. Hold individual meetings with the correspondents in each department. Explain how each letter they write has money-making or money-losing possibilities. If you do a good selling job, they will quickly grasp the importance of their work and take a new interest in turning out letters which are a real credit.

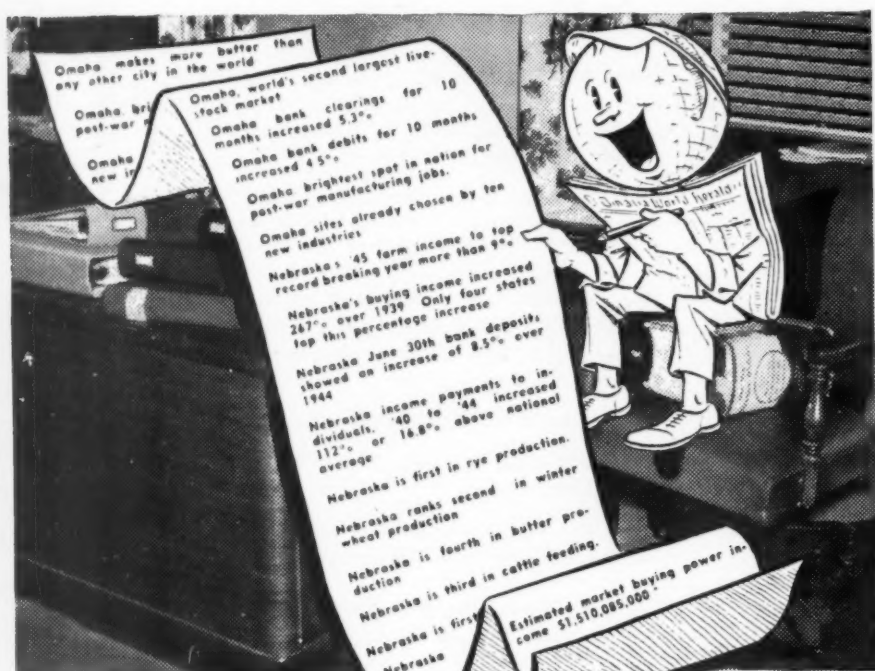
2. Follow up these meetings by periodically reviewing carbon copies of letters. It would be well to devise a system of rating them for appearance, clarity, conciseness, tone, good-will, and sales value. This will show who is writing good letters and who is writing poor ones.

3. Work out, with the aid of your advertising and public relations divisions, a group of model letters for each department to use in handling recurring situations such as replies to inquiries, adjustments, and complaints, as well as a series of follow-up credit letters. Such guides have a two-fold advantage. Not only are they usually shorter and to the point, thus cutting dictating and typing time, they will also have the proper tone of good-will.

4. Offer a small monthly prize in each department for the best letter of its type. Then exhibit these prize winners prominently.

5. Encourage round-table discussions of various letter writing problems arising in each department. Let the members analyze each other's letters and make constructive suggestions for improvement.

You certainly wouldn't dream of having one of your cub salesmen call on your most important accounts until he had been thoroughly trained. So why continue to allow undiplomatic letters to jeopardize profitable business and undermine salesmen's morale? With a little attention and education, office correspondents can be inspired to write letters which are real sales assets.



"Let's Check the Record"

This is a gilt-edged market that pays big dividends. A look at the record for 1945 shows that World-Herald advertisers blanketed a region that spends more than \$736,000,000* annually, on everything from soap to soup. Our advertisers hammer home their messages to more than 210,000 families—every other one throughout the 103 counties of Nebraska and southwest Iowa!

Not only that, but this rich market is just as active one month as it is the next. Reason? No reconversion problem. Farmers work as hard as ever and continue to raise and sell crops and livestock. Manufacturers continue to process these foods for the nation's dinner tables.

It's a leading market. And it is influenced by one leading newspaper.

*Sales Management Estimate, 1944

COVERS NEBRASKA AND S.W. IOWA

Omaha

WORLD-HERALD

OWNERS AND OPERATORS OF RADIO STATION KOWR

National Representatives, O'Mara & Ormsbee, Inc.

New York, Chicago, Detroit, Los Angeles, San Francisco

Net Paid Circulation October, '45—Daily 211,023; Sunday 213,782



Like
Huskies and
Coon Hounds
are *different*



—Holland's is
different too!

Pulling loaded sleds through deep snows in the far North is the Husky's job...while in Southern forests the long-eared coon hound tracks down the elusive coon. As work dogs and hunting dogs are different, Holland's is different, too. It is different because the *South* is different. Southern climate is mild, year 'round, necessitating different type houses and furnishings—different clothing—different foods. Yes, there's a different manner of living in the South and to fit these differences, Holland's tailors its entire editorial content to fill the reading desires and requirements of Southern families. That is why Holland's is close to its readers—that is why Holland's is your best medium to reach the South—that is why when you use Holland's you reach the *complete* Southern Market!

Holland's

DALLAS, TEXAS

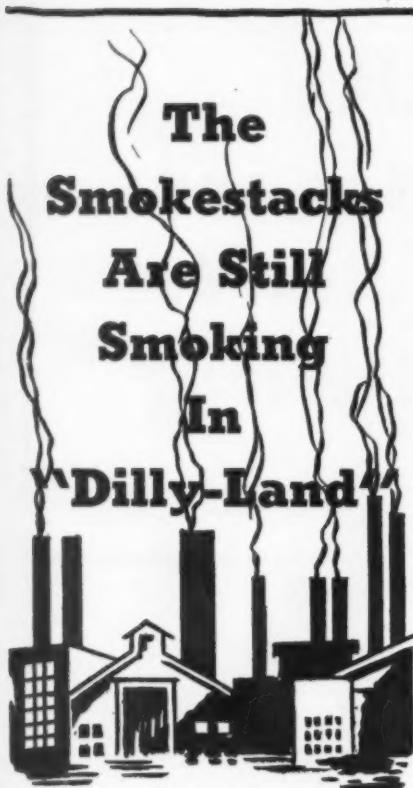
The Magazine of the South

52 VANDERBILT AVENUE, NEW YORK • 75 E. WACKER DRIVE, CHICAGO • 205 GLOBE-DEMOCRAT BUILDING, ST. LOUIS • West Coast Representatives: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO, CALIF. • GARFIELD BUILDING, LOS ANGELES, CALIF.

2 Leading General Magazines	86.4% of National Average Without Holland's	118% WITH HOLLAND'S
3 Leading Women's Magazines	86.25% of National Average Without Holland's	105% WITH HOLLAND'S
2 Leading Sheller Magazines	70.50% of National Average Without Holland's	111% WITH HOLLAND'S

COVER THE RAPIDLY EXPANDING SOUTHERN MARKET—WITH HOLLAND'S

Construction awards totaling millions of dollars are going to Southern manufacturers. Automobile manufacturers, nylon and rayon producers, paper mills, chemical projects, steel mills, and metal fabricators, food processing and canning plants, gas, petroleum and drug manufacturers are among the many industries planning greatly increased production. Increased production means more wealth—more buying power for the South. Reach the heart of this great market with HOLLAND'S—get more than 100% coverage!



Yes... No Reconversion Problem Here

War babies were few in the great Fort Smith (Arkansas) area. Sure, our industries worked for the war effort but they just kept right on producing and manufacturing their regular products for Uncle Sam. Now that it's over—we're working for peace-time trade—producing and manufacturing for civilian consumption.

We're Ready— Are You?

Yes, we're ready. We're working full-time. We've got plenty to sell and we're ready to buy what you have to offer!



Bill Dilly

P. S. You can reach us through



31.016 ABC

Morning, Evening and Sunday—the ONLY advertising medium that reaches the Fort Smith area with EFFECT—and that's a FACT!



Represented Nationally by—
BURKE, KUIPERS & MAHONEY, INC.



INTRODUCING THREE NEW STAFF MEMBERS: The SALES MANAGEMENT family in New York is increased by three. Meet the lads, left to right: Elliott Eakin, promotion manager, who comes via the Eighth Air Force in which he was for three years a B-17 pilot; E. W. Davidson (still "Colonel" to his friends), now director of customer relations for this magazine, who resumes work for SM after four years with the Army in Washington and the Pacific; John H. Caldwell, assistant managing editor, who, for the past two and one-half years served as a lieutenant in the U. S. Strategic Air Force.

Food Industry Sees Big Volume, Big Plant Expansion for 1946

G. M. A. 37th Annual Meeting hears of rising advertising and sales budgets to promote new products and increase service to more dealers—Discusses better farmer, labor and public relations—Honors the United States Food and Drug Administration.

FOOD manufacturers of the country are full of thoughtful optimism for the future. They will spend more than half a billion dollars in plant expansion in 1946. They are bringing out many new salable products. They expect a positive increase in total volume through more stores newly equipped for better display and more customer convenience.

Members of Grocery Manufacturers of America, Inc., in their heavily-attended first post-war convention in New York City, November 7-8-9—it was their 37th Annual Meeting—reviewed these solid trends. They heard top-rank men and women discuss labor-management problems, public relations, research, selling, distribution, farmer-manufacturer cooperation, even the war. They conferred their 11th annual G.M.A. scientific award upon the U. S. Food and Drug Administration through Dr. Paul B. Dun-

bar, commissioner, for its public health work, its development of the Federal Food, Drug and Cosmetic Act of 1938, and its administration of the Food and Drugs Act of 1906. Re-elected as their president is Paul Willis who has been helmsman for years.

Sales Forces Expand Too

President Willis, keynoter, backed up the Department of Commerce estimate of 600 million dollars to be spent in food-plant expansion in 1946, with the results of a G.M.A. sample check on the subject among 72 members. Of the 72, he said, 60 will spend \$98,000,000 on plant; 53 will expand advertising, 40 by more than 20%; 50 will add more than 20% to their sales forces; 38 will increase total employees by more than 20%.

With highly competitive conditions ahead, manufacturers are going to have to service their products intensively at

SALES MANAGEMENT

Yesterday Today and Tomorrow

During the "yesterday" years of 1928-1940 MORE Cincinnatians were being told in the Times-Star about MORE products than in any Cincinnati newspaper. In the 7 major groups, national advertisers placed 32,700,160 display lines in the Times-Star, almost as much as in all other Cincinnati newspapers combined.

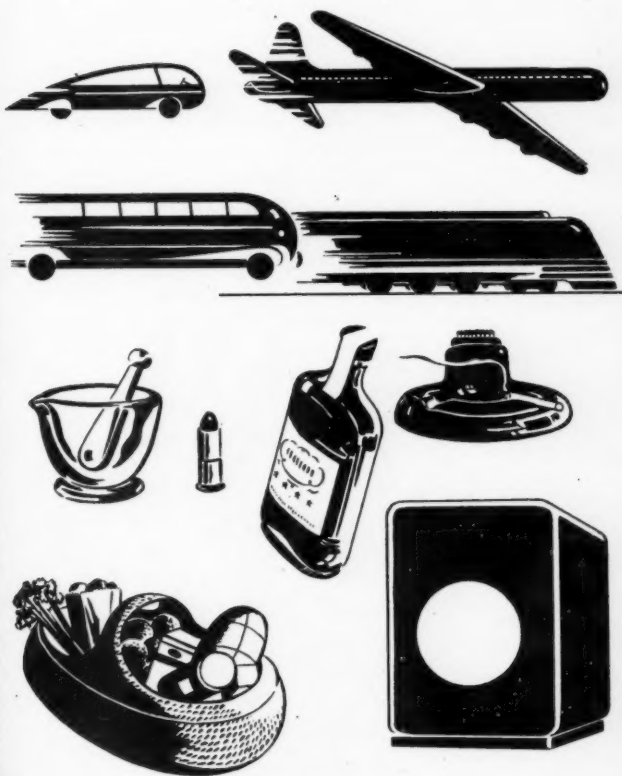


Despite curtailment of civilian manufacture, national advertisers accord first place to the Cincinnati Times-Star in the wartime years 1940-1945. In the seven major groups the Times-Star leads all other Cincinnati newspapers.

CINCINNATI TIMES-STAR
9,990,322 lines
 Sunday paper
3,780,657 lines
 Other evening paper
6,587,693 lines
 Morning paper
3,377,908 lines



Tomorrow with the removal of restrictions, and with more goods available in normal quantities to Greater Cincinnati, the Times-Star will continue to be first choice in the \$500,000,000 stable Cincinnati market.



First in Advertising of Food . . . Drugs and Toiletries . . . Automotive . . . Electrical Appliances . . . Tobacco . . . Hotels, Transportation, Resorts . . . Alcoholic Beverages

CINCINNATI TIMES-STAR

WKRC

First IN ADVERTISING AND DAILY CIRCULATION

HULBERT TAFT, President and Editor-in-Chief

NEW YORK: 60 E. 42nd St.

CHICAGO: 333 N. Michigan Ave.

WEST COAST REP.: John E. Lutz, 435 N. Michigan, Chicago

DECEMBER 1, 1945

[113]

the distributor end, cautioned William A. Dolan, president of Wilbert Products and chairman of G.M.A. merchandising committee.

He said: "Everything I hear points to larger sales forces to get more dealer contacts."

Billions for Food

Retail food and grocery store sales will total about 18 billion dollars this year, estimated Carl Dipman, editor of *The Progressive Grocer*. This is seven billion above five years ago and five billion over the first war year. He said independents increased 50% in volume during the war, chains 22%, specialty food stores 40%. Prices account for about 29% of this dollar increase, so independents and specialists now move more tonnage and chains slightly less than in 1941. Independents handle 68% of the total food volume compared with 63% in 1941.

Mr. Dipman foresees more independents (50,000 servicemen alone having indicated they want to go into the business), more and better self-service stores since self-service cuts operating costs 4-to-10%, more frozen food variety and volume from improved refrigerated displays, a whole

array of new ready-to-eat foods at a profit for everybody

Selling to food stores will be more complex from now on, Mr. Dipman warned. So many stores are adding so many non-food lines; competition for the rising food sales volume of the country will get so intense; dealers will be so harried by their own problems that salesmen will have a lot of extra-curricular work to do. So he, too, urged more and better trained salesmen.

Sell or Bust!

"Nothing happens until somebody sells something", was the theme of A. H. (Red) Motley, vice-president of Crowell-Collier Publishing Co., in a typical Motley speech drenching his audience in humor and sound sense. To achieve a sound domestic economy with high-level employment and full production, food makers have got to make people want things: Frozen foods, labor-saving foods, wrapped chicken legs . . . not just the 40 ounces that fill a stomach, but things that make a higher standard of living at a profit to the makers. It takes selling to do that; it will take 10 million men in sales and service to do it instead of the seven million we had before the

war in all industries. And they've got to learn all over again how to do it—from top sales executives who forget old basic principles right down to rawest recruits.

A. C. Nielsen, president of A. C. Nielsen Co., warned against destructive post-war competitive practices that may soon arise because some lines are still in short supply, though vast production facilities will soon correct this. Consumer cash income for 1945 stands at \$161,000,000—135% over 1939. People have money. They want to spend it for a higher standard of living. Total income is sure to decline. Then comes the period that needs watching.

Good Public Relations

"It's too bad American business has allowed soap-box men to convince so many people that reformers and labor chiefs are the real leaders for social reform and better living," declared W. Howard Chase, General Foods Corp. director of public relations. "Actually we businessmen—concerned with production, research, improved distribution—are raising the standard of living, and not the destructive, impractical collectivists. We are not opposed to higher wages, nor even shorter hours. We are for more goods and more satisfactions. Out of mass satisfactions comes national stability. Let's stand at \$161,000,000,000—135% over 1939. People have money. They want to spend it for a higher standard of living. Total income is sure to decline. Then comes the period that needs watching."

A report on the G.M.A. public relations program by Hanford Main, president of Loose-Wiles, showed that Mr. Chase's theme has already been put into effect and will be continued through 1946. This year a campaign for more informative labeling has resulted in better labels and four G.M.A. pamphlets which are getting wide reading. Farm relations gets the attention of a specialist on the G.M.A. staff.

In later stages of the three-day meeting Leo Wolman of the National Bureau of Economic Research contended for less government in Business, more legal responsibility for labor, and freer collective bargaining. Captain Harold Stassen, USNR, former Minnesota governor, urged manufacturers and labor to seek common ground in the interests of all the people, such as has been done in Minnesota; and Dr. Karl Compton, president of Massachusetts Institute of Technology, saying not a word about the atomic bomb—the results of which he went to Japan to study—told stories of the Japan of today.

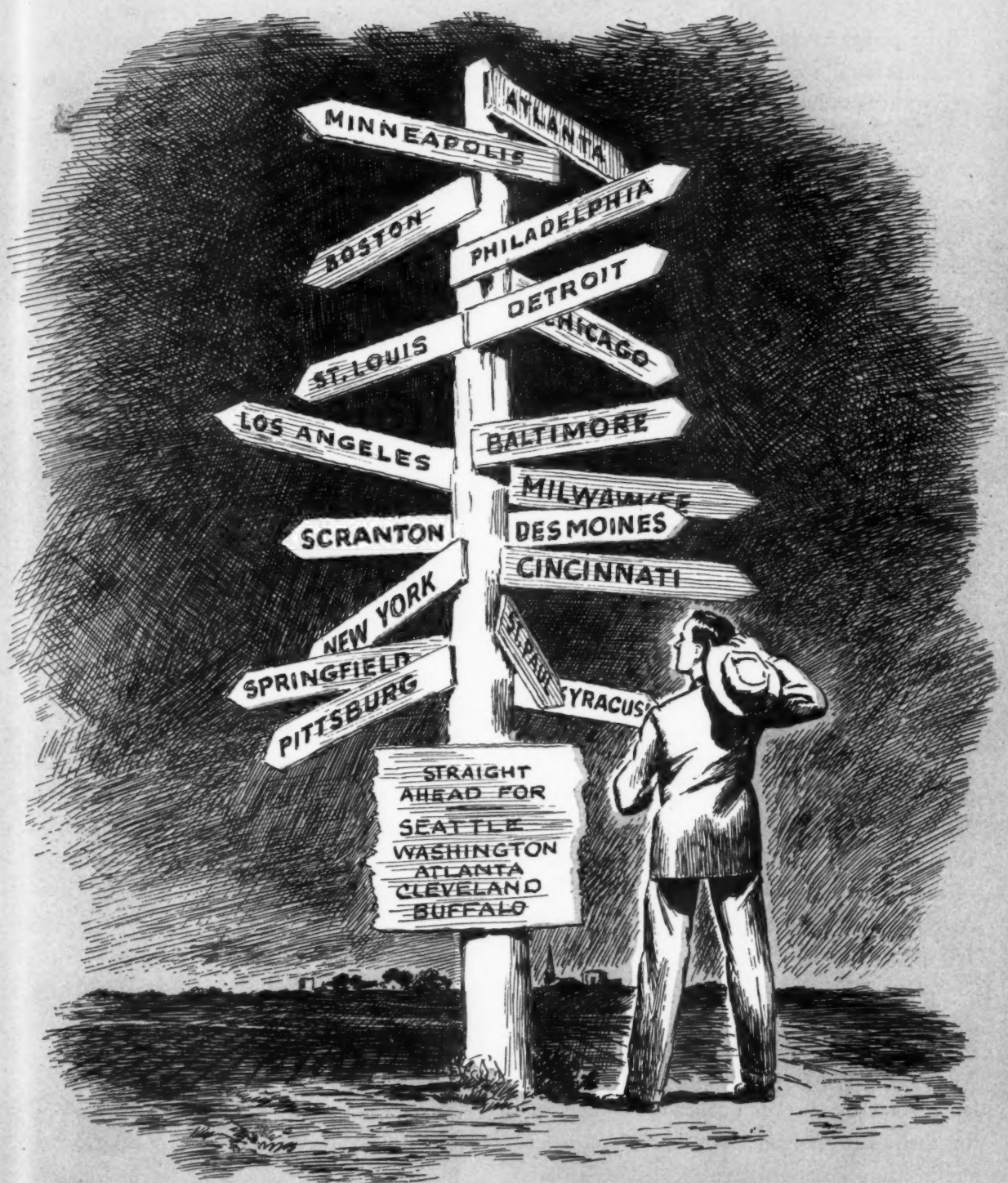
MERCHANDISE DISPLAYS WITH BEAUTY, FUNCTION AND FORCE



DISPLAY GUILD designs eye-wise exhibits that tell your merchandise story with precision and impact!

Technical skill and constant inventiveness produce metal merchandisers, cabinets, stands and dispensers that help quicken the buying impulse. Let DISPLAY GUILD plan with you—now.

Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor • Business Exhibits



U. S. Route 1

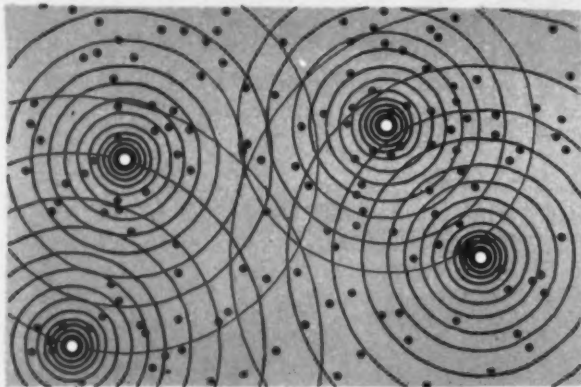
By class, by creed, by circumstance . . . by likes, livelihoods and localities . . . by habits, homes and high IQs . . . by age, education, sex and income grades . . . thousands of media sift fine

and segregate thousands of markets, seek out the sales potential existing among the 134 million plus people of these United States.

Selection exceeds even the four volumes of fine-print-packed and monthly revised Standard Rate & Data Service . . . For the advertiser who has something to sell most of the people in most

of the places in the national market, however, coverage is still a compromise, a Joseph's coat of many ways and means, deep piled in some portions, delinquent in others.

Newspapers give close coverage in cities, less in rural regions. Radio demands physical and mental presence. Past certain points periodical lists repeat readers. Outdoor bulletins beam no messages to absent eyes. Not even the postman, at prodigious expense, can ring even once at every



residence. There is no Universal Medium . .

But during the past dozen years there has been developing a vast majority medium of colossal proportions and potency, unparalleled in spread *and* penetration for the national advertiser . . . a wide, open highway to the better buying half of the nation's families . . . a U. S. Route 1 for advertising—Metropolitan Group!

THE Metropolitan Group makes available to advertisers the tremendous selling power of major Sunday newspapers, which spread their influence far beyond the city of publication . . . are read for their metropolitan news in wide areas . . . and in many instances have circulations as large as national magazines, but far more concentrated.

By combining big city circulations into a national network, the MG makes it possible for advertisers to blanket the great urban markets, and the satellite areas, *with from two to five times the circulation afforded by the largest magazines—* more coverage than the typical magazine list makes



possible! Almost no magazine reaches as much as 15% of the families anywhere; Metropolitan Group Sunday papers reach from 20% to more than 50% of the families in hundreds of cities!

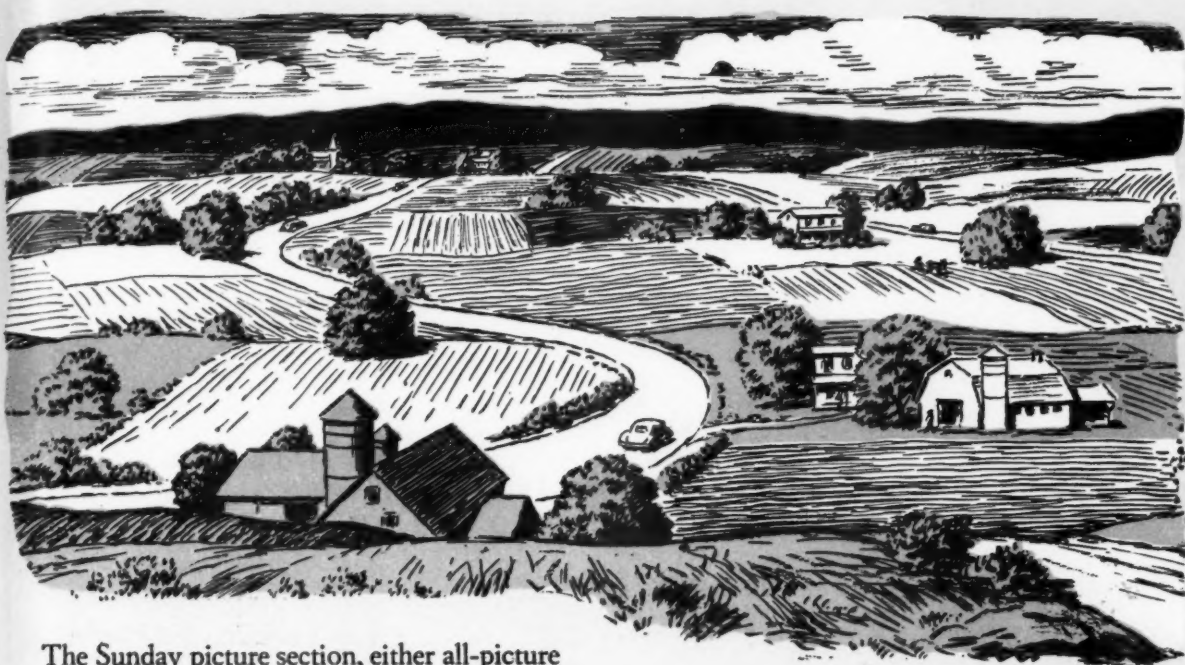
Metropolitan Group joins the Sunday comic sections of 45 major newspapers, with circulations of 16,000,000 . . . and the gravure picture sections of 25 Sunday newspapers with over 13,000,000 . . . gives thorough coverage of the market, with the two most-read parts of the paper.

The Sunday comics section, once assumed to be a juvenile attraction, is now known to be read by four out of five adults in families reading Sunday newspapers . . . and virtually all children . . . is a habit that starts with babyhood, continues through all age groups, grades of income and education. The sequence of action, the liking and the habit results in regular readership.

Four colors in the section and the large space



unit permits reproduction of product or package—especially valuable today when brand values must be restored, packages identified again! And comics sections color is color at the lowest cost!



The Sunday picture section, either all-picture or an illustrated magazine, is printed in gravure—has universal interest, and also the established reading habit. Fine reproduction in monotone or process color, is on a par with the best printed periodicals—gives the finest graphic presentation available anywhere.

Both sections are read at home, on Sunday, at leisure, and by the whole family. Both get better attention for advertising than even the best rated broadcasts! . . . This Sunday, any Sunday, every Sunday advertising in these Metropolitan Group sections will get more attention from more people than any other medium can promise or provide!

And the Group offers lower rates, cuts costs. Media can be matched to markets. One order and one invoice covers the whole transaction.



HERE IS ROUTE 1 for national advertising . . . the surest, quickest, cheapest avenue to more eyes and minds, to more needs and wants, to more impulses and pocketbooks, to more of the best prospects, to more markets—at lower costs . . . than any other single medium or than any other combination of media make possible! It is not an innovation, novelty, or experiment; hundreds of advertisers have proved its power, use it with profit every year.

Here is the greatest advertising opportunity of our time—and especially timely for the value and service that national advertising must give now and for the long term . . . Any Metropolitan Group office can supply the details, costs, and dates available.



METROPOLITAN GROUP

...The National Newspaper Network

Atlanta Journal
Baltimore Sun
Boston Globe
Boston Herald
Buffalo Courier-Express



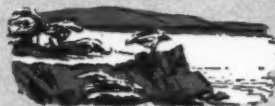
Chicago Tribune
Cincinnati Enquirer
Cleveland Plain Dealer
Columbus Dispatch
Dallas News
Des Moines Register



Detroit News
Detroit Free Press
Fresno Bee
Houston Chronicle
Indianapolis Star



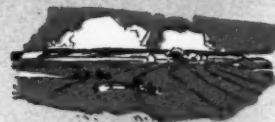
Los Angeles Times
Long Beach Press-Telegram
Milwaukee Journal
Minneapolis Tribune
New Orleans Times-Picayune-States
New York News
New York Herald Tribune



Oakland Tribune
Omaha World-Herald
Oregon Journal
Philadelphia Inquirer
Phoenix Arizona Republic
Pittsburgh Press
Rochester Democrat & Chronicle



Providence Journal
Sacramento Bee
San Antonio Express
San Diego Union



San Francisco Chronicle
Seattle Times
Spokane Spokesman-Review
Springfield Union & Republican
St. Louis Globe-Democrat



St. Louis Post-Dispatch
St. Paul Pioneer Press
Syracuse Post-Standard
Tacoma News Tribune
Washington Star
Washington Post

OFFICES

NEW YORK: 220 East 42nd Street

CHICAGO: Tribune Tower

DETROIT: New Center Building

SAN FRANCISCO: 155 Montgomery Street

Maker of Wheels for Carrier Planes Spots Peacetime Market

Northrop Gaines, Inc., subsidiary of Northrop Aircraft, saw its wartime market dry up. Then the company looked upon hand trucks, considered industry's myriad materials handling problems, studied shortcomings of trucks now in use. Cried Mr. Gaines, "Ha!"

IT seems like a terrible come-down for an aluminum foundry that made precision tail-wheels for carrier planes to be making wheels for hand trucks. The tail-wheels were made by the So-Cal Foundry, Los Angeles, second largest aluminum foundry in the West employing 300 people.

Today, as a subsidiary of Northrop Aircraft, Inc., under the new name of Northrop Gaines, Inc., the company makes aluminum wheels for hand trucks, an all-aluminum hand truck, and such wheel toys as aluminum carts for children.

Everybody knows about the assembly line, though not many people know that materials are often brought up to the line on hand trucks. Finished goods too are moved about by hand trucking. These little vehicles, in short, are so numerous as to constitute a major manufacturing cost.

Wheels versus Muscle

During the war, Frank Gaines, production vice-president of the So-Cal Foundry, got to wondering what his plant could make after the war. Following the counsel, "Always strike from where your hand is," Mr. Gaines discovered hand trucks. He was making airplane wheels. Why not make hand trucks when peace came? They roll on wheels and are used in warehouses and on docks. Lunch comes to the table on a hand truck which also clears away dirty dishes. Hotels use them to bring up fresh linen. And Mr. Gaines knew the field was begging for some modern improvements.

The truck wheels, made of cast iron or forged steel, turn on greased axles with great friction. Hard to keep rolling, cutting into floors—the hand truck was in the horse-and-buggy era. It needed a shot in the arm—something like airplane tail-wheels precisely machined from aluminum castings and fitted with feather-light roller bearings and rubber tires.

To test his idea, Mr. Gaines designed a specimen all-aluminum hand truck which he turned over to a Los Angeles tire factory for trial. Hauling

big rolls of rubber which had broken down other trucks and cut up floors, that truck ran several months. Then it broke down. Mr. Gaines went to see what had happened and found that the hand truckers, wanting to see how much the thing would stand, had tried hammering it and finally put it out of commission.

Too bad, for there were no more trucks during the war. But recently Mr. Gaines filled an order for several hundred wheels, costing \$24 each, to go on department store hand trucks which had cost only \$24. The store figured that the costly wheels would make money by moving merchandise around the warehouses quickly and easily and by eliminating damage to floors.

Hand trucks roll on human muscle—a steadily rising commodity. Even when metal was substituted for the old wooden wheels, they put most of the load on muscle. With aluminum and Timken bearings, the load is put on the wheels, the trucker handles more goods, and heavy trucking costs are pared.

Aluminum hand trucks may well become a bigger business than tail-wheels for carrier planes. Because materials handling accounts for such a large share of operating costs, anybody who can cut these costs has a big and growing business.

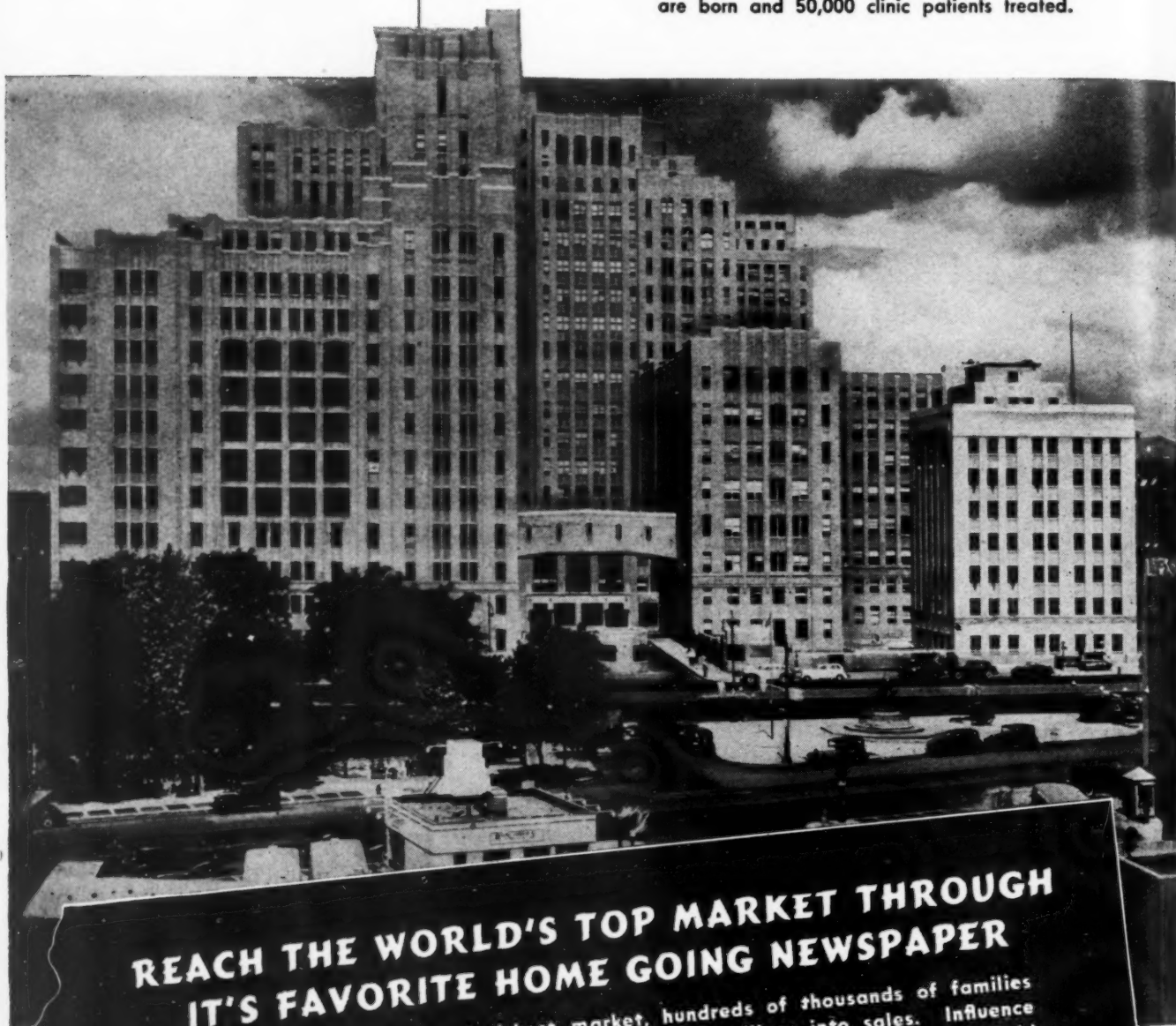
Men engaged in skilled occupations at high wages are often obliged to do heavy loading and carrying which cuts the time spent in more productive work. Wherever trucks or roller conveyers can be introduced, these skilled

NET SAVINGS: (top) These aluminum roller-bearing hand truck wheels cost as much as a hand truck itself—but as replacements on trucks in use, they lower handling costs, save damage to floors. (Center) The aluminum hand truck weighs less than a case of canned foods, yet is practically indestructible, a solid aluminum casting, with roller bearing wheels that never need oiling. (Below) The aluminum truck can take it—four tons in this load, rolling with ease.



THIS IS NEW YORK

★ Columbia-Presbyterian Medical Center, most heavily endowed hospital in the world. In 10 great buildings, rich and poor benefit by one of the greatest concentrations of medical science and equipment ever assembled. Here, each year, three thousand babies are born and 50,000 clinic patients treated.



REACH THE WORLD'S TOP MARKET THROUGH IT'S FAVORITE HOME GOING NEWSPAPER

In the world's largest and richest market, hundreds of thousands of families will soon make decisions that will speed pent-up millions into sales. Influence these decisions through this one newspaper that dominates the evening field with more circulation than the second and third newspapers combined.

NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

men can do more of their own work at a great payroll saving.

Even the loads of young strong muscle men should be lightened whenever possible, for they have only a limited amount of muscle-power to sell. When that is used up, so are they.

Perhaps Frank Gaines' own working experience led him to concern himself with easy running hand trucks, for he was a muscle-man himself half a dozen years ago. Now 34, he had become an Officers Reserve Corps pilot before the war, but was considered too old for military flying. He got a job in the Los Angeles plant of the Aluminum Company of America at 60 cents an hour, doing heavy work.

To earn more money he took extension courses in metallurgy, started in his present foundry, soon becoming production manager, and so increased its output that John K. Northrop, a leading customer, bought the foundry when war ended and appointed him president.

Standardization—Yes!

As Mr. Gaines learned about his new field he discovered that hand trucks are not yet standardized. One manufacturer may make 50 different types of truck, for various kinds of work, each with a different kind of wheel. His various competitors will also make 50 trucks, each to do precisely the same work—and each will purposely make his wheels and replacement parts different from the others.

When those orders for 50 different wheels come in to Mr. Gaines, he starts preaching standardization. Reduced to fundamentals, probably a half-dozen standard wheels will meet the requirements for 50 different hand trucks—and also fit all other manufacturers' equipment.

To be sure, the manufacturers resist standardization vigorously. Each in his turn exclaims in horror, "What! Hand over all my parts business to Tom, Dick and Harry?"

But Frank Gaines has a ready money-making answer. For when equipment such as aluminum wheels is standardized, the cost of original equipment can be cut at least 25% and the product can be sold for so much less money that unstandardized competitors are out of the running.

The application of airplane precision to hand trucks has been so popular that Northrop Gaines, Inc., has been kept busy with truck wheels. Mr. Gaines hopes soon to start manufacturing his company's chief product, the complete aluminum hand truck. Some day they may even get a crack at those toys.



FOR VALUABLE PAGES!

National's new "NUMER-RING" is the answer to a catalog builder's prayer . . . all the advantages of LOOSE LEAF plus the security of multiple rings at moderate cost.

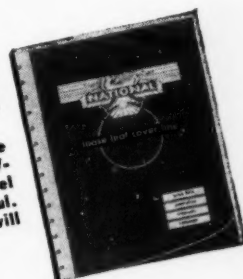
Its many rings grip and hold sheets of all kinds securely. Pages are changed and added in a jiffy . . . and stay put! It is strong, light in weight, opens, closes and handles smoothly and easily, just like any regular ring book.

Great for thin paper . . . priced for big editions, yet good enough for the top-notch jobs. Available in 1/2" and 1" capacities.

Ask your stationer or printer . . . or write us direct for full information.

Smaller catalogs, up to 1/4" in thickness, take on new life and full dress with National "RINGBOUND" . . . fascinating small brother to "NUMER-RING."

Our own brand-new catalog on the full line of NATIONAL LOOSE LEAF CATALOG COVERS is "RINGBOUND." You'll like the feel and appearance of it and find it most helpful. A request on your business letterhead will bring your copy promptly.



NATIONAL BLANK BOOK COMPANY

ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO

California Dairy Industry Enters Ranks of Cooperative Advertisers

An assessment of one-half cent on each pound of milk-fat processed commercially in May and October each year, to be paid by each member-dairyman will give the dairy industry an advertising education and research fund running above a quarter million annually. The fund will be administered by a nineteen-man Dairy Industry Advisory Board, currently being elected by California dairymen.

ALTHOUGH the dairy industry undertook a tremendously accelerated production job for our own Armed Forces and those of our Allies, it succeeded at the expense of the stay-at-home customers who will constitute its major peacetime market. Now that Uncle Sam's demands are tapering off, all the industry's little customers must again be wooed and won.

Foreseeing this situation as dangerous to the industry, and knowing that the makers of dairy substitutes such as margarine and soya fats and "milk," who had gained markets at the expense of dairy foods, were set to hold onto as much of their gains as possible, leaders of the California dairy industry two years ago started preparing a post-war educational campaign.

Public Health Appeal

The spadework was done before the war ended and it has just culminated in the acceptance of a program that will place California dairymen among the state's agricultural producer co-operatives and give them an advertising budget estimated at \$350,000 to \$375,000 annually. The milk men are now meeting throughout California to vote on candidates for the 19-man Dairy Industry Advisory Board. Under the supervision of the Director of Agriculture in California, the board will administer the promotional fund, utilizing it for education, research, and advertising to increase consumption of dairy foods.

The California Dairy Industry Advisory Board Act (referred to by the trade as "The D. I. Bill of Rights") was drafted in the 1945 Legislature, and became law after ratification by the individuals comprising the industry. Ballots—28,581 of them—were mailed by the Department of Agriculture in September, and the count, completed in October, showed slightly better than 80% approval by those voting. Many did not vote, but sentiment in favor of the Act is generally considered to be high.

In accepting the Act, dairy producers and handlers in California voted to assess themselves one-half cent on each pound of milk-fat processed commercially in May and October of every year. The fund thus raised is to be deposited with the State Treasurer in a special account and used only for the administration and enforcement of the Act.

The purposes of the Act are to develop, maintain, and expand the state, national, and foreign markets for California dairy products by informing the public that such products are necessary in a proper human diet and in the maintenance of a high level of public health. These purposes are to be accomplished by research, educational, and advertising programs financed by the assessments.

The Act provides for administration by a 19-man board appointed annually by the Director of Agriculture from representative nominees selected at 10 state-wide meetings of producers, producer-handlers, and handlers in every branch of the industry. All proposed programs under the Act must be submitted for approval to the Director of Agriculture who is also in final charge of enforcement.

Unless re-enacted by the 1949 Legislature, the program will automatically terminate four years from now.

Price Level Necessary

California dairymen favor the act because, in the words of F. H. Abbott, publicity chairman of the State-wide Dairy Educational Committee, "California dairy farmers face a genuine post-war emergency. People have gone without butter and cheese for so long that it is a serious question whether or not they will again use as much of these products as they did before the war. This is equally true of heavy cream. There are two ways to accomplish increased consumption," Mr. Abbott points out. "One is to do nothing, to let prices go down and

down until returns to producers have sunk below costs of production and people consume the surplus because the products are cheap. The other way is to pursue the course provided for in the Act."

Mr. Abbott believes that the three-point education, research, and advertising program will help to maintain price levels, restore consumption of butter and cheese, and find new uses for milk and its products—all vital in marketing profitably the increased production which has been brought about by the war.

According to Sam H. Greene, head of the California Dairy Council, "Dairying has been more upset by the war than any other branch of agriculture. This," he says, "is because production has been greatly increased and cannot be painlessly and promptly decreased; also because the Government, with its control of prices and accompanying regulations, has completely upset the normal relationship which before the war existed between the various major milk products.

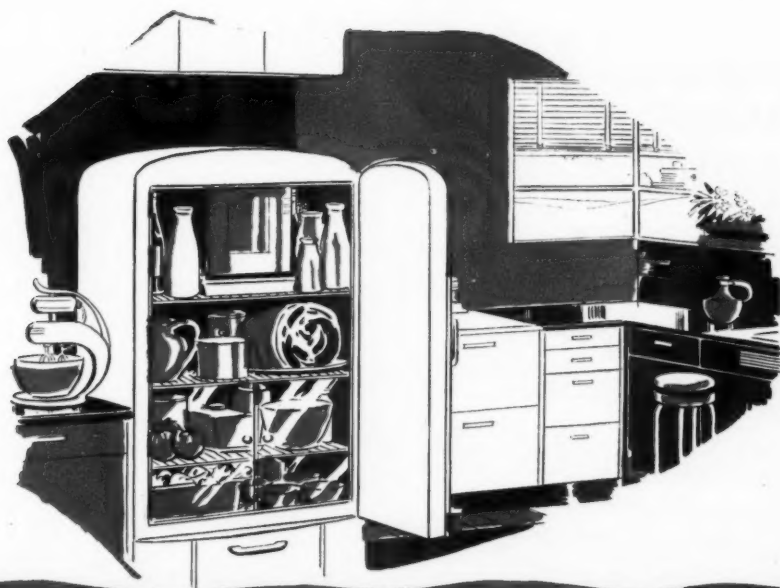
Dairy Industry's Problem

"By calling for large increases in supplies of cheddar cheese, evaporated milk, dry non-fat milk solids such as skim milk powder and powdered whole milk, accompanied by higher prices for these commodities, their production has been increased at the expense of butter. Butter production has been reduced to the lowest point in 40 years. Because the butter shortage has continued for so long and has persisted into the post-war period, there is great uncertainty in the industry as to what the consumption of butter will be when wartime controls are abolished."

As a result of these factors, Mr. Greene says the industry is faced with two major questions:

1. Will it be possible to market the increased production of milk at prices which will give the industry a living, or will the price level have to be drastically lowered to stimulate sufficient consumption?

2. Before the war the people of the United States consumed slightly more than two billion pounds of butter a year, 80% of which, or 1,600,000,000 pounds, was milk-fat. Should butter consumption decline as much as 25%, 400,000,000 pounds of milk-fat would needs be marketed through some other



83,354 CHICAGO DAILY NEWS FAMILIES WILL BUY REFRIGERATORS

An independent survey* recently completed revealed that among Chicago Daily News families—

105,169 of them will buy or build HOMES

165,812 of them will buy LIVING ROOM FURNISHINGS

98,983 of them will buy DINING ROOM FURNISHINGS

103,378 of them will buy BEDROOM FURNISHINGS

And, as you are informed by the headline of this message, they also have refrigerators on their mind. As peace-time manufacturing produces adequate supply, the number of Chicago Daily News families who will go shopping for refrigerators is greater than ALL the families in Jersey City, N. J., or ALL the families in Toledo, Ohio, or ALL the families in Providence, R. I.

That the selected mass circulation of the Chicago Daily News provides a wealth of sales opportunities for advertisers is beyond question. The Daily News is an advertising medium whose place in the home is one of respect and trust. The buying power of the Daily News audience is of first importance to advertisers whose selling plans—whether today or tomorrow—include the important Chicago market.

*Conducted exclusively among regular readers of the Chicago Daily News, representing a valid cross-section basis to home sampling.

CHICAGO DAILY NEWS

FOR 69 YEARS CHICAGO'S
HOME NEWSPAPER

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

Only one newspaper
effectively covers

WASHINGTON'S 2ND MARKET

- - where industry is
broadly diversified!



No. 12 of a Series

TACOMA-Pierce County is Washington State's second most important industrial region—and for good reason! For Tacoma industry is broadly diversified, including chemicals, metals, ships, heavy cranes and logging machinery, furniture, lumber, plywood, doors, processed foods, and a long list of related items. Because of this fact Tacoma business—and the Tacoma market—is solid and substantial, not dependent on a continuation of "war baby" industries. Just one more of many reasons why Ta-

coma-Pierce County is Washington's Second Market—a "must buy" on every newspaper schedule.

See how daily newspapers rank in their coverage of Tacoma-Pierce County's 64,700 able-to-buy families:

THE TACOMA NEWS TRIBUNE 74%

Second Tacoma Paper . . . 50%
Seattle Morning Paper . . . 11%
Seattle 1st Evening Paper . . 5%

For Details, Ask
Lorenzen & Thompson, Inc.

The **TACOMA**
News Tribune



Covering Washington's Second Market

[124]

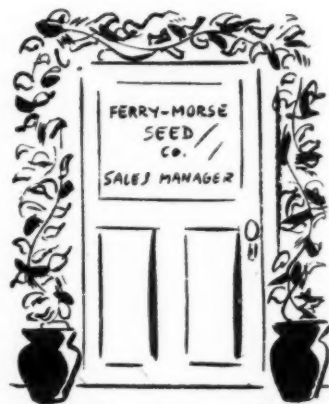
channel, or the price of butter would fall so low as to bring catastrophe upon the industry.

The provisions of the Act were calculated to help solve these problems.

California is particularly concerned over what happens to its dairying business because this industry accounts for so large a portion of its total agricultural product. Dairymen say it is entirely realistic to work, through advertising and education and research, for greater consumption of dairy products because the highest authorities in the fields of nutrition, physiology, and public health agree that as a whole, people in this country should include in their diet about 20% more milk and milk products.

Programs similar to that planned by California have been pioneered by other states. Their successful operation in Washington, Iowa, and Oregon encourages Californians. Iowa has had such a plan for eight years, and the Washington State Dairy Act is in its sixth successful year. The main difference between the California Act and those of other states is that California requires equal participation of handlers and producers, while in other states handler contributions are voluntary.

In the past, California dealers and producers have from time to time put on cooperative promotional campaigns—usually for milk alone. Both the California Dairy Council and groups of dealers have managed these efforts. But voluntary attempts were never very satisfactory or sustained because although all benefited, only a small portion of the industry carried the cost. Not only was this unfair, it was impossible to raise a large enough fund for a continuous program. With eating habits so markedly changed due to wartime food substitutions, the industry sees a large and dependable promotional fund as the only hope of changing these habits and finding new uses for milk and its by-products.



Amg who

SALES MANAGEMENT

Boston Tests Inland Shipments of Fresh Fish by "Ice Box" Plane



FLYING FILLET OF HADDOCK: Shipper J. Lamere (right), manager of Booth Fisheries, looks on while M. Gallagher, United's station manager receives carton from J. Fulham, president of the Massachusetts Fisheries Association on the first fully refrigerated plane.

Dwellers in the plains and mountain states may soon be discovering the delicious flavors of really fresh ocean fish. In the first experiment with cargo planes as carriers, fresh fillets loaded in Boston at 10 a. m. appeared on sale in Chicago stores as early as 4 p. m.

TRANSCONTINENTAL distribution of fish by airplane will soon be carried out on an extensive scale, judging from the success of a recent experimental flight from Boston to the Pacific Coast.

The flight was the first ever made with a completely fishy cargo—over 5,000 pounds of fresh fillets of haddock. The United Air Lines "reefer" plane honored was the first fully refrigerated plane in air cargo history.

The plane took off at Logan International Airport, Boston at 10 A.M. By 4 P.M. about three quarters of the shipment was on sale in Chicago retail establishments. The remainder of the Boston shipment went on to San Diego, along with a large shipment of Great Lakes white-fish taken on in Chicago. The haddock fillets and the white-fish were placed on sale in nine California outlets by store-opening time the next morning. When both supplies sold in a short time, two of the larger California dealers, Union Fish Co., San Diego and Pasadena Fish & Oyster Co., immediately re-

quested additional shipments.

The take-off at Boston was witnessed by former Mayor John F. Fitzgerald, member of the Boston Port Authority, John Fulham, president of the Massachusetts Fisheries Association, William K. Jackson, president of the Boston Chamber of Commerce, Joseph J. Lamere, manager of Booth Fisheries which made the shipment, Glynn Johns, assistant director of air cargo for United Air Lines.

President Fulham of Massachusetts Fisheries states that the success of the experiment had vindicated the long-standing belief among leaders in the New England fishing industry, largest industry in that section of the country and oldest in America, that fresh fish could be marketed successfully all over the Nation if it could be transported by plane and protected en route by simple but effective refrigeration. He says this type of refrigerated plane seems to be the answer.

Officials of Booth Fisheries predicted a big future for this means of distribution on learning of the marked

success of their fishes' first flight. Mr. Lamere foresees regular air shipments of fresh fish from Boston to the market in the Middle West and the Pacific Coast in the near future. He points out that for fish to arrive in the Chicago market for Friday sale by ground transport, it must be shipped on Monday, while by refrigerated cargo-liner it could be shipped as late as Thursday night. He added that shipments put aboard in Boston Thursday morning could be on sale in California early Friday morning.

Mr. Johns of United Air Lines explains that this first fully refrigerated plane, which has been dubbed the "flying icebox," is a twin-engined DC-3 equipped with five large lightweight insulated containers of Fiberglas, each accommodating up to 1,600 pounds of perishables. Pockets in the linings of the containers are packed with dry ice. The new containers, weighing only 25 pounds each, are the result of long experimentation which led to the elimination of heavy containers and regular ice. They will entrap heat as well as cold to give practically any desired temperature. During the first trip, tests along the route showed that the temperature inside the containers ranged between 22 and 30 degrees Fahrenheit, although the temperature outside the plane mounted at times to 90 and even 100 degrees.

The containers, according to Mr. Johns, can be easily removed from the plane for ground transportation without danger of their contents suffering from outside temperature. Five of the containers can be installed in a plane in just 30 minutes to provide a completely refrigerated ship. United Airlines, he declares, expects to show that extensive use can be made of such containers not only for the shipment of fish but also for flowers, fruits, vegetables, serums, and other perishables which require temperature control.



LOADING: 100 lb. cartons of fresh fish are packed into lightweight, insulated Fiberglass containers which contain dry ice, keep temperature as low as 20 degrees.



RIGHT TO THE "HEART" OF THE MARKET

THIS young blade knew how to advertise. He went direct to his market with a direct message. Why beat around the bush in presenting your selling message? The direct approach is always the most resultful . . . and the *Haire Specialized Publication* in your field takes you straight to the heart of your market.



Toys That Tick, That Go: Kelmar Corp. Bids for Juvenile Market

NEW techniques, born of progressive development and exacting manufacturing skill in front-line production of war materials, vital parts and assemblies required for wartime aircraft, are now being directed to the production of an entirely new and distinctly unique line of educational playthings.

Kelmar Corp., Milwaukee, is introducing to the American toy market the Pow'r House Line, toys for boys from 6 to 60. Ralph O. Martin, vice-president of the firm and director of sales for Wisconsin Screw Co., is largely responsible for the early introduction of the new line which has had a number of years of careful planning as a post-war project. Gayle Martin, project engineer, is responsible for the design and engineering. Paul P. Keleske, who is Kelmar's president and also president of the Wisconsin Screw Co., will lend his aid in an advisory capacity.

The first of the series of Pow'r House Playthings—Pow'r House Junior Motor and Transformer Kits—enter the field to make their debut in time for the Christmas market.

Year-Round Demand

Pow'r House Junior, an electric toy motor assembly kit, is the first unit to be released and first of the toy creations by Kelmar which promise to provide toy and plaything merchandisers with a line which will have a steady year-round demand. The Pow'r House Junior Motor Kit will be followed by the Senior, then the Master, together with colorful supplementary lines of metal and plastic playthings—all in assembly kit form. These kits include merry-go-rounds, ferris wheels, caterpillar rides, airplane whirls, musical caliopes, and many other innovations, all of which are planned to augment and round out a complete circus and carnival midway which can be added to any time—thus providing year-round profits for merchandisers of toys.

"Young America has been patiently awaiting the return of metal playthings—toys that tick, toys that go," says Fred E. Zingler, Kelmar sales and advertising director. "We are particularly proud of the educational features of Pow'r House as presented to youngsters in instructive and amusing styles. Youngsters today have imagination, courage, and stamina combined with a natural bent for the mechanical, which places few limits on the material ac-

complishments for our present and coming generations. These good qualities should be developed."

An attractive and educational instruction book is included with each motor assembly kit, containing easy-to-follow drawings and step-by-step instructions. To add an amusing touch, Watts 'N Volts—a sort of gremlin figure—who portrays electro-motive power, has been adapted as the smiling little instructor whose antics children enjoy as they follow him along the Pow'r House assembly line. In cartoon style, he bends his lightning-



JUNIOR ELECTRIC TOY MOTOR: These assembly kits come completely equipped with all that is required to assemble a motor and transformer, without experience.

like legs and arms to seemingly assist with the step-by-step instructions in the book.

After youngsters complete the assembly of the Junior Assembly Kit, they are encouraged to fill out the entry card enclosed in each kit. An impressive merit diploma engraved with the child's name, suitable for framing, and a membership emblem are mailed to each child who automatically becomes a member of the Society of Junior Pow'r House Engineers.

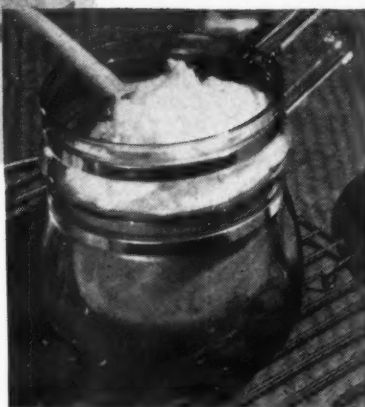
Pow'r House assembly kits come packed in well designed and highly colorful lithographed boxes containing high quality materials of sturdy construction. And behind the quality line of Pow'r House Playthings is the reputation, sound engineering, and manufacturing skill of a pioneer Middle West manufacturer, with manufacturing plants in Racine and Milwaukee.

SALES MANAGEMENT

Birdseye Announces "Anhydrous" Foods: for Canners, the Jitters?



NO WASHING, PARING, SOAKING . . . In just four minutes, pretty Glendora turns "anhydrous" potatoes into a fluffy mixture, with a minimum of muscle power.



THERE'S a major new development in the food field—one calculated to produce jitters in the councils of every canner of fruits and vegetables.

Clarence Birdseye, whose name for years has been synonymous with frozen foods, in mid-November announced a new "anhydrous" food process which may revolutionize the distribution and cooking of fruits and vegetables.

"Anhydrous" foods, as distinguished from the widely known dehydrated type, lose most of their water content in a very quick drying process, are semi-cooked and ready to serve in 4 to 10 minutes.

Anhydrating and removing the inedible portion of fruits and vegetables cuts the net weight 88 to 95%, according to H. W. Roden, president, American Home Foods, Inc., which will process and distribute these foods as early as possible in 1946. In fact,

Mr. Roden says several people could be fed from a package of anhydrated food about the size of a package of cigarettes.

In 90 minutes, with constant stirring and use of very high temperatures in the early steps while the product can cool itself by evaporation, anhydrated foods can be prepared and semi-cooked. This 90 minutes contrasts with the average of 18 hours required for dehydrating.

"The water is extracted so rapidly, without overheating, that the product does not have time to change its characteristics," Mr. Birdseye says. "That's the secret. All three known forms of heat transfer—radiation, conduction and convection—are employed to supply heat to the product and remove the water from it with rapidity. Because of this anhydrating action, little time is required to restore the water content in the cooking process."

Fast reduction of the water content in processing reduces the loss of natural color, flavor, aroma, texture and vitamin values, according to Mr. Birdseye, and less time is required to bring the water back into the food prior to serving.

American Home Foods has not yet announced the foods it will market, but Mr. Roden points out that they can anhydrate nearly any fruit or vegetable which is ordinarily served cooked.

The impact of anhydrous fruits and vegetables is anticipated all the way from the processing plant to the housewife's kitchen and the garbage collector. Three carloads of anhydrous processed vegetables are the equivalent of 11 cars of canned or packed vegetables, according to the Technical Bulletin of the U. S. Army Quartermaster Corps, or of nine cars of raw produce.

Anhydrous processing provides another way to solve the farm-to-consumer spoilage problem. At the retail outlet losses from consumers picking over foods in the display bins and from food left on hand when stores are closed are eliminated. Anhydrous foods can be kept at normal store temperature, thus eliminating need for refrigeration or fear of freezing in even below-zero temperature.

Respite for Restaurants

Restaurants and hotels, which account for one quarter of the food consumed in the United States, will have another means of solving the troublesome problems of meeting sudden demands for fresh foods, providing variety regardless of season or geographical location, and cutting down the amount of left overs. Food preparation time is reduced. Customary washing and paring are eliminated, soaking and cooking time reduced. It is not necessary even to add milk to anhydrous riced potatoes since milk is introduced in the anhydrating process. Anhydrated potatoes can be produced in riced, diced, sliced, julienne and other forms, except whole.

Anhydrous foods are also processed to stay good for a year. This means fewer trips to the market. The smaller pantry space required will appeal to the small apartment dweller. Anhydrous potatoes and onions will not sprout under normal storage conditions. The garbage disposal problem is solved at the processing plant where hulls, skins and seeds are removed.

Still newer developments lie ahead as Mr. Birdseye announces formation of Processes, Inc., for continuing research and development in the food preservation field. "This corporation," he says, "will develop both processes and apparatus which it will make available to the food industry."

She'd rather Take a picture Th



Screen-test clinch with Walter Pidgeon was interrupted when Marie Hansen became more interested in what was going on *behind* the camera than in *front* of it.

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When LIFE Photographer Marie Hansen went to Hollywood for LIFE, Joseph Pasternak insisted that she take a screen test as soon as he saw her.

And Marie accepted . . . as soon as she found it wasn't a gag.

High point of the test was a clinch scene with Walter Pidgeon. In the middle of it, Marie Hansen broke off to ask LIFE Photographer Peter Stackpole, who was taking stills of the event, if he got the picture.

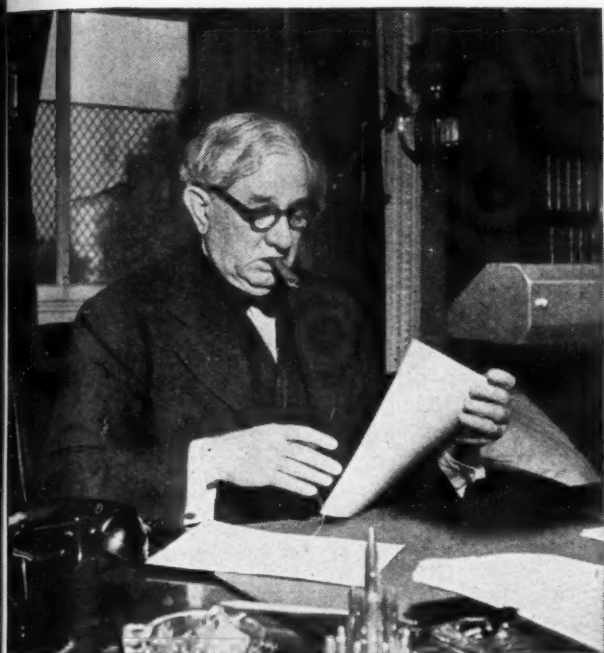
She was offered a contract, all right, but wasn't tempted. And she has kept right on making pictures for LIFE.

Marie Hansen came to LIFE as a researcher . . . from Louisville's *Courier-Journal* where she had been a photographer and roto editor. A few weeks away from a camera convinced her more than ever that she wanted to take pictures. She became a LIFE photographer in 1942.

She first worked out of LIFE's Chi-

cago office, then went to Hollywood. And now Marie Hansen is stationed in Washington, which she finds even more exciting than Hollywood . . . screen tests and all.

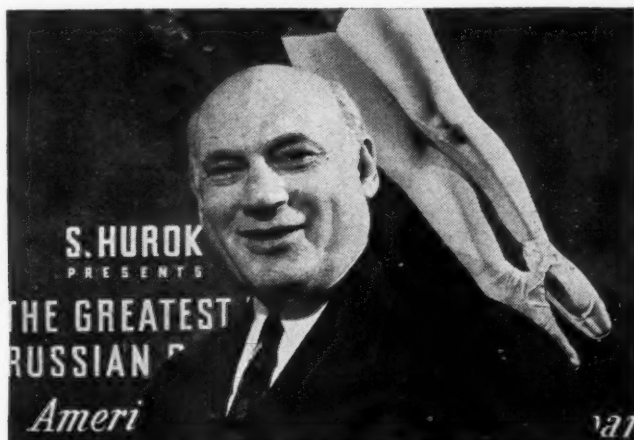
Photographs by professionals such as Marie Hansen, who have an *overwhelming* interest in their work, are one big reason for LIFE's *overwhelming* popularity. No other magazine in history ever had such a vast audience as LIFE's 22,000,000 weekly readers.



Senator Tom Connally, back in Washington after the San Francisco United Nations Conference, passed out cigars to celebrate birth of the Charter. And Marie Hansen photographed him at his desk shuffling copies of his speech on the subject while puffing away.



Margaret O'Brien and her limpid-eyed spaniel, Maggie, share a bubble bath in this captivating photograph by Marie Hansen. Hollywood kids were among Miss Hansen's favorite subjects in the movie capital.



When "S. Hurok Presents" audiences flock to the box office. In this photograph of the great impresario, Marie Hansen uses a typical S. Hurok poster as background for her interesting camera character sketch portraying this master merchandiser of artistic talent.



Javanese dancer, Devi Dja, caught by the camera of Marie Hansen in the barelegged dance of the "Garuda," eagle in Java's folklore. This pose symbolizes Garuda preening feathers before flight.

LIFE

Incentives That Activate the Latent Ability in Salesmen

A salesman appraises sales contests as a management device. He tells how to plan contests that stimulate salesmen, discusses prizes and honor awards, emphasizes the need for lively contest promotion. He believes contests properly planned never fail to appeal.

BY RUSSELL W. LAKE*

THE way a salesman looks at his job is in itself, an incentive or a deterrent to greater efforts. If you have succeeded in getting him on your side through fair and understanding treatment, you have given him incentive to travel the path to greater sales.

The matter of incentives thus is wrapped up in the whole of salesman management. To supply incentive you must start with the proposition itself under which the salesman works. A starving or browbeaten salesman does not react kindly to anything, not even a super-colossal contest, regardless of how generous it may be. His customary reaction is, "My, what pretty teeth you have, Grandma!" Eleven months of cracking the blacksnake and one month of loving-kindness don't add up to 12 months of satisfaction.

Incentive represents the opposite of force. If I see a big threatening brute advancing menacingly with a large, sharp knife, I have an incentive to get away from there—but that kind of incentive has no place in sales management. The kind we are concerned with is a matter of psychology. It must be so devised to influence the salesman to cooperate in getting the desired job done and to exert more than ordinary effort in a specified direction. A commission arrangement may be an incentive. A special honor such as a pin for members of the 100,000 Club, or something, is an incentive. Give him a chance to stand out from the crowd and he'll work his head off. If you have done your job well, he will put forth additional effort just for a word of commendation from you. Incentives may take

many forms. Contests are a common form of incentive, so let's discuss them now.

In the first place, when you plan on running a contest be prepared to spend some money. That doesn't mean that it is impossible to put over a successful contest inexpensively, but you have to have a good idea. I was in a contest in which we were competing for nothing more than the privilege of eating chicken at the annual convention banquet. The losers ate beans. To be sure, the beans were stirred up into some ungodly concoction in which the beans lost their identity, but they were beans nevertheless. Of course the incentive was pride. All of us determined we wouldn't be caught dead among the bean-eaters in front of all the company officials. The contest was run in a masterful manner and everybody had a lot of fun.

Fewer, but Better Contests

Ordinarily, if you offer a two-bit prize you'll get two-bits' worth of effort—unless you do a whiz of a selling job. I personally believe it is more effective to have fewer contests and better ones, than to try to get your salesmen hopped up with a weak contest once a month. A good contest successfully organized, presupposes considerable work on the part of your salesmen—labor in excess of the daily stint of your men who customarily are hard working salesmen.

A contest is designed to do something better than it ever has been done before and this sort of activity takes concentrated effort. If you can get your men to do a thundering good job for a five or ten-dollar prize, they are underpaid and that's a danger sign. An underpaid salesman is dissatisfied and has an ear to the ground for another job. Yet I know of companies that still try time after time to put over contests with small-change prizes.

Perhaps they don't realize the results they could get if they put real money into it.

Of course, if you can get an inspired idea and ring in a psychological incentive that will click, you can get a whale of a good job done with no money, or very little. A salesman will work as hard for his pride as his pocket-book. Give him a chance to shine individually like an arc light and he'll wear his feet off to the knees to get himself lighted up. But don't try to push this stuff on salesmen too often or they'll get suspicious that your chief motive is to save money.

If an appeal to pride can make a good contest and if big money prizes also can induce a successful contest, why not combine them and come out with a whooperdoo? Now you've got something! Check back on the most successful contests in your personal history and ten to one you will find the combination of incentives aforesaid.

Keen Competition Essential

Even a little thing like a Badge of Merit rings the bell. The intrinsic value may be only a few cents, but we'll stick the little piece of gilded tin in our lapel and hope our customers will ask us what it's for so we can tell them. A simple, homely appeal to a man's emotions will get greater results than any elaborate contest.

Let it be known that the winner's name and photograph will be emblazoned on the front page of your salesman's bulletin, together with a story of his success. Arrange the plan so that lively competition must develop; see that unusual honor will accrue to winners and a slight disgrace to the also-rans. Flash enough folding money to work up a good case of covetousness among the businessmen who are your salesmen. You would be offended if someone offered you a nickel to fetch him a bottle of pop from the corner store. You are asking your salesmen to do something extra for you—don't give them tips as prizes.

You needn't be afraid that if you work up too much rivalry the losers of the contest will become angry or discouraged or will lose confidence in themselves. No salesman ever does that. On the contrary, the loser will continue to throw his weight around after the contest is over just to prove to you that he is one hell of a good salesman and that it was an accident he lost the contest.

Cash versus merchandise prizes:

SALES MANAGEMENT

* Russell W. Lake has spent the whole of his business life in sales work. Currently he is employed as a sales engineer by the Sarco Co., maker of temperature controls and steam specialties. He is the author of "What Policies Make a Hard-Hitting Sales Force?—A Salesman Answers," which appeared in SALES MANAGEMENT, September 1, 1945.

The argument has waxed fore and aft for many years and still isn't settled. It probably never will be because each is effective in its own sphere. Generally speaking, however, you probably will find that most of your sales force prefer merchandise prizes. It is much more difficult to arrange cash prizes in a manner fair to all your men—or in manner that *seems* fair to them, which is just as important.

Your big producing territories probably are confined to 10 or 15% of your sales force. How do you go about convincing the other 85% that they are getting an even break in the contest? With cash prizes it is difficult. If you impose harsh quotas on your key territories, those men become disgruntled and that is not good. If you don't, they are likely to walk away with all the money, to the extreme distaste of the men in the sticks. Cash prizes cost you more than merchandise prizes. A \$25 prize, to most salesmen, is nothing to get emotional about, but they will work up a good sweat to win a hand-painted Chinese screen, or a rod and reel, or a gold pen and pencil set.

Consider the Women, Too

If you are going to run a merchandise prize contest, give your men a choice. Don't set up a radio, for instance, as the prize and say: "That's it—take it or leave it." I may have a radio in every room in my house and I don't care for any more, thank you. Give us a large selection from which to choose, ranging from comparatively inexpensive items to more elaborate ones. Set a point value on each prize and a point value on a unit of performance. When we have accumulated enough points for the prize we want, we get it—after which we start working for something else. And so until the end of the contest.

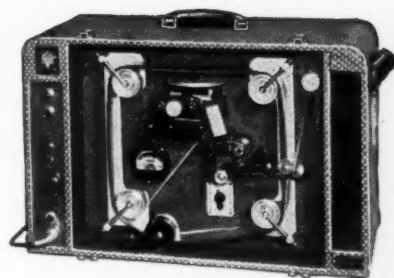
And don't forget the ladies. Women love to buy from a catalog; they practically wallow in delight when they can buy from a catalog without spending any money. They will pore for hours over the prize book and straightway issue an ultimatum. The salesman learns that he is going to win the pop-up toaster, the set of dishes, the ladies wrist watch or, maybe, the electric percolator. After he wins that, the lady kindly allows him to make his own selection.

A salesman's wife is a lot better sales manager than you are insofar as spurring a man on is concerned. She gets downright insistent. In one contest, my wife informed me that she wanted the electric roaster with the timer dingus on it. Naturally, I didn't argue because, after all, she

NOW—a verbatim record automatically, permanently, instantly available



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Silently—faithfully—the Fonda Recorder makes an eight hour record on cellophane tape of conferences, sales meetings, board meetings, labor relations proceedings, etc. Fully automatic, it requires no attendant—can be played back immediately.

GET acquainted with the Fonda Recorder and you will find numerous essential uses for it in your work. Consider these features: It records up to 8 hours on cellophane tape unattended . . . There is no processing of the tape—throw a switch and listen to the playback in full, natural sound! . . . It functions equally well in a sound-proofed studio or outdoors.

No technical skill or knowledge is needed to operate it . . . Any part of an 8-hour recording can be immediately located for playback . . . Its fidelity

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did need the thing and it really would be nice to have it around to show people. I could mention casually that I won it in a sales contest which would indicate that I'm a pretty dog-gone good salesman.

The roaster had a high point value so I went to work in a hurry. But, even so, by the time I had earned it the end of the contest was uncomfortably close and I had to work to beat the band to win the suede jacket, the pipe and tobacco pouch, the projector, and the beaded screen I wanted. All in all, I sold a lot of merchandise chiefly because my wife insisted on having that roaster.

And when the packages come it's a thrill to set up the prizes on the kitchen table and just sit and admire them. It is a lot more fun than receiving a check for an equal amount.

Value of Enthusiasm

In a merchandise prize contest all your salesmen can win. They have an incentive to strain a little harder because they can pick their own prizes with the certain knowledge that their own salesmanship is the only obstacle. Although the men in the key territories naturally are in a position to win more, the remainder of your men, strangely enough, don't consider it unfair so long as they themselves can win the traveling bag, the zipper case, the fish lure outfit and maybe a few other trinkets. The important fact is that they win.

In a cash prize contest it is different. If a man wins one of the small prizes at the end of the line, it is as dis-

heartening as though he hadn't won anything. He is likely to blame it on the fact that he didn't have an even break with the bigger territories. Merchandise looms larger than cash. Also, a salesman ordinarily will receive more in actual value in merchandise than in cash prizes. The merchandise prize is something he can hold and show and refer to for a long time. It is good for his self-esteem.

But regardless of which kind of contest you choose, make it interesting. If you write a letter to your men saying that beginning so-and-so we're all going to have a contest, terms attached, and it will end so-and-so, and good luck, boys, and we'll announce the winners after it's over, you'll get scarcely a quiver of response. If that is all the contest means to you, don't expect your men to get excited about it. They won't tell you they are something less than hysterical; in fact, they may give the contest some thought as they make their rounds, but you can take it as gospel they won't hang up any records for you.

If you want your men to get excited, you'll have to get excited first. Make a big to-do about it so they will know it really is something—that it is an important venture on your part. Sell the contest with all the enthusiasm you can generate. Write a fast, smashing, bubbling bulletin. Play up the prizes and the opportunity to win. Put some romance into it. Stay as far away from the matter-of-fact as the limits of the universe will allow. Broadcast the fact that during the contest you will issue weekly standings showing their rela-

tive progress. Inject lively competition. Don't whisper—shout. Don't yawn—turn handsprings. Get hot.

Keep your contest a family affair, a personal, intimate, family scrap. Just you and your salesmen. Don't make it look like one a big soap company would put out in which 10 million consumers are to compete with box tops or reasonable facsimiles.

Contests as Pace-Setters

Anything that will make a salesman want to sell more is good in a contest. Anything that doesn't make a salesman yearn to do more business is not an incentive, and enough negatives can ruin the effect of the contest. On the other hand, give us a good, sensible, interesting contest that has been carefully prepared—or in which there are some worth while prizes and a reasonable opportunity for all of us to win and, well, the catalog just isn't big enough.

I entered a contest in which, in addition to the regular merchandise prizes, the sales manager offered a grand prize of one month's vacation with the provision that the winning salesman and his family must travel some place, any place, for the month with all expenses paid. Under some conditions, adding a single grand prize can be a disadvantage. But when it is presented on a quota basis, absolutely fair to everyone, it is like adding a rabbit in front of a greyhound. I missed that grand prize, but I believe none of us felt any resentment when the winner was announced. We had given him a run for his money.

The quotas were so evenly set that quite a number of men were bunched at the top of the list with only a few percentage points separating them. The winner, a California salesman, took his family on a boat trip through the Panama Canal to New York City and then a leisurely trip home by train with frequent stopovers. We had a whiz of a sales manager who knew how to put over a contest. We were kept informed of our progress through spirited bulletins—weekly at the beginning and daily for the last 10 days, each showing comparative standings. We sold a tremendous volume of goods and when it was over most of us came out with a trunkful of prizes.

I knew a sales manager who didn't believe in contests; he claimed that with the right type of man, contests shouldn't be necessary. He insisted that his salesmen were hired to cover their territories, to get all possible business and that if they increased their sales during a contest, it was an admission they had been loafing. In addition, he believed that when a company was known to have periodic

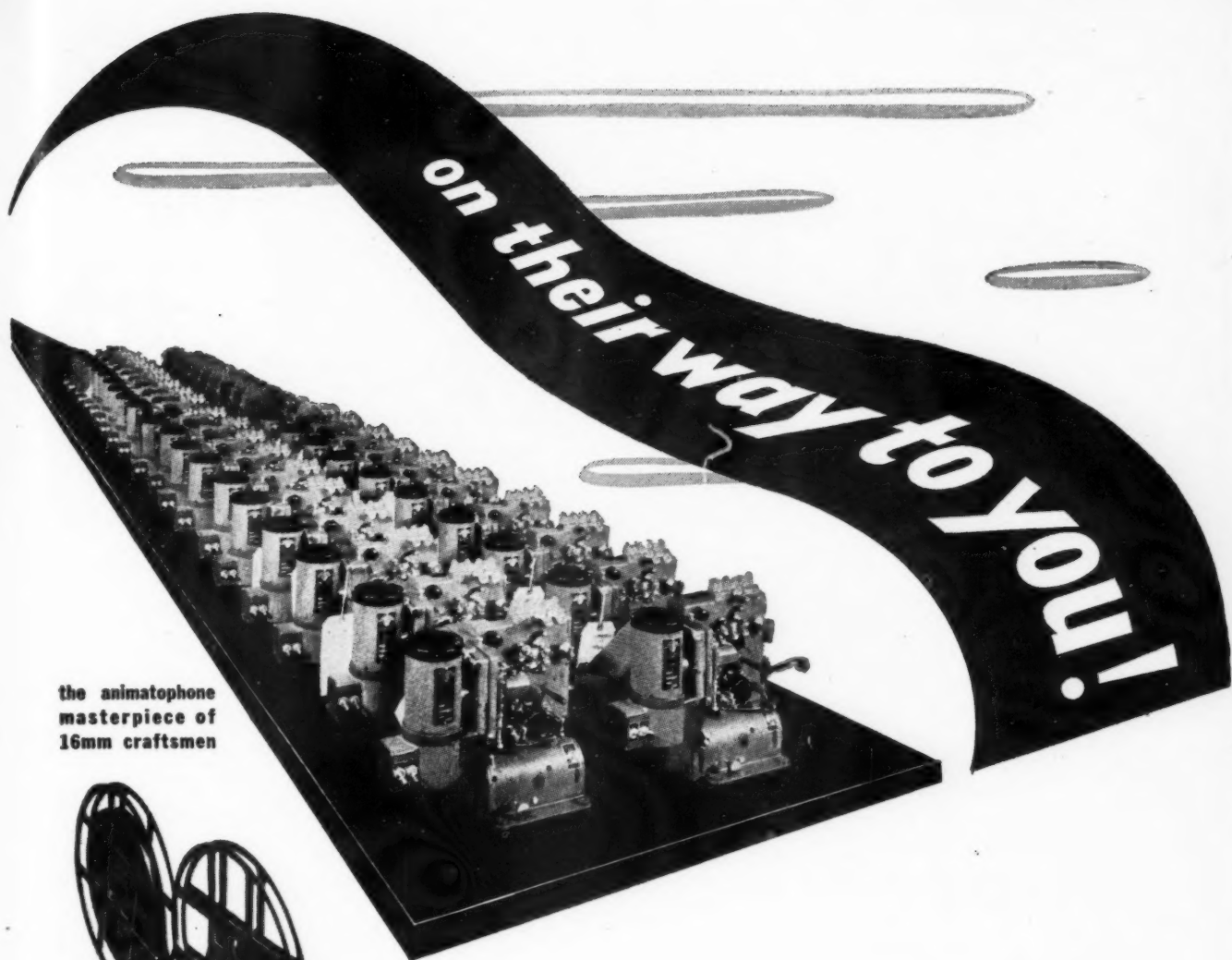
Magic Market of 1945*

Opportunity knocks louder in Knoxville,
America's Magic Market . . . Since 1939
population has doubled, business and
banking activity tripled . . . Sell this
industrial wonderland with WROL.

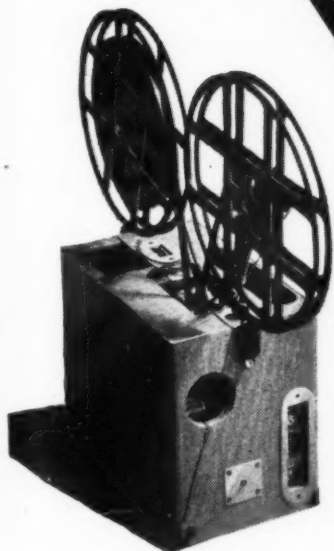
* See Knoxville's High Spot Cities rating this issue of
Sales Management

WROL Knoxville
NBC FOR EAST TENNESSEE

JOHN BLAIR
NATIONAL
REPRESENTATIVES



the animatophone
masterpiece of
16mm craftsmen



victor 16mm sound projectors

Your Animatophone — home from the fighting and production fronts with the honors of war — is now again available.

Ever increasing production and plant expansion is endeavoring to meet the tremendous demands of schools, churches, industry and homes — in this new era of better teaching, training, selling and entertainment, through 16mm sound motion pictures. Animatophones are being delivered according to date sequence.

Get in line by ordering yours now. Victor Cine Cameras will soon return to serve discriminating movie makers.



VICTOR

Animatograph Corporation

Home Office and Factory: Davenport, Iowa

New York 18—McGraw Hill Bldg., 330 W. 42nd St. • Chicago 1—188 W. Randolph

MAKERS OF 16MM EQUIPMENT. SINCE 1923

DECEMBER 1, 1945

[143]



Here's an important friendly tip. A good selling letter on a nice appearing letterhead is one of the most effective sales tools that you can possibly use . . .

Before the Call



Just the paper, for such a letter, with envelope to match, is Atlantic Bond . . . a genuinely watermarked paper that has all the distinctive characteristics of a real quality paper. If you'd like to check us on this point write for our portfolio of *Eastern Fine Papers for Business*.

Atlantic Bond

Made by
EASTERN CORPORATION
BANGOR, MAINE

[144]



MODELS DO A SELLING JOB: Mercury Manufacturing Co., maker of industrial trucks, tractors, and trailers, is finding that miniature scale models are important and effective sales tools. Models of the complete Mercury line have been given to the sales staff. An interesting innovation is the simulation of actual operation of the hydraulic lift through the use of a small electric motor contained in the battery compartment of the lift trucks. Since the freight car itself, as well as the materials being hauled, is also in exact scale, these models present a realistic and authentic demonstration of the speed and efficiency with which loading and unloading can be accomplished with the proper industrial handling equipment. Accurately scaled "props" are also used to demonstrate expeditious handling in the hold of a ship and in factory and warehouse interiors. The idea was originated by L. J. Kline, Mercury's vice-president and general manager.

contests its salesmen would mark time between, waiting for the next one.

I don't believe that any salesman ever marks time waiting for the next contest if he has the right kind of working arrangement. He can't afford to. He wants to make money every week and every month; usually he must earn money consistently. The more he earns the more he wants to earn. His own desire to increase his bank account or the necessity of earning money to cover his family's expenses is one incentive to keep him plugging, contest or no contest.

And you have to consider the salesman's pride. You probably issue a weekly sales standing. Do you think the salesman is deliberately going to arrange that his name will appear at the end of the list? You will notice the winners of your contests are men who consistently appear at the head of the standings and produce the largest annual volume.

A contest is a hypodermic injection, a shot in the arm. It is like a shiny new automobile. It is like a new hat to the ladies. It is a change—excitement—an immediate goal. A salesman in a territory finds his pace and, to

give the devil his due, usually it is a fast one. He works hard. He has to work hard to hold his job, to earn money and to hold up his head among his fellow men. So he travels at that pace month in and month out, striving to the best of his ability to sell his products.

And then comes a contest. No bricklayer ever laid so many bricks he couldn't have accomplished more. No stenographer ever typed so many letters she couldn't have typed a couple more. The contest comes with its attendant excitement and rewards for greater effort. It is a change from the daily order of things. So the salesman works with a new purpose in mind, a new incentive. He works at top speed and effectiveness, a killing pace. And everybody profits.

Your salesmen like contests. They like the excitement, the rivalry. They like the winnings, not only because of the intrinsic value of the prizes, but also because of the confidence they derive from winning.

The question of incentives is so much a part of the compensation plan and the general working arrangement that it can't be disengaged.

SALES MANAGEMENT



T. A. CRAWFORD

General Sales Manager, Timken Silent Automatic Division
The Timken-Detroit Axle Company

"For many years, newspaper advertising has carried the big bulk of Timken Silent Automatic Oilfurnace expenditures. Newspapers remain basic in our present and future planning because newspaper advertising with unique efficiency, enables us to direct our advertising precisely where we want it, with a minimum of waste."

This advertisement, prepared by the Bureau of Advertising, A.N.P.A., is published by The Columbus Dispatch, in the interest of all newspapers

DECEMBER 1, 1945

[145]

The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

This chapter in Mr. Cumming's continuing discussion* of policy and promotion trends in textiles reviews the background and current states of several companies in the men's underwear field. Reis, Hanes, BVD and Cooper are selected for analysis and discussion.

BY JAMES C. CUMMING

John A. Cairns & Co.

New York City

THE men's underwear division of the textile industry has produced some conspicuous advertising successes. Hanes has been a national advertiser since the turn of the century. Chalmers Poroknit was conspicuous in the magazines of 1905 to 1915, then disappeared. The great brand of "B. V. D." became nationally famous.

But in spite of these big names in the underwear field, we must note at the outset of this discussion that only about 15% of the total volume in men's underwear is done under national brand labels. The remaining 85% is either unbranded or private brand. Even today, the volume manufacturers are the anonymous ones such as Union Underwear Co. and Hansley Mills.

Sales promotional work among the makers of branded underwear lines is particularly interesting because of its diversification. Each manufacturer has developed his own individual promotional techniques to a greater degree than in any other section of the textile industry.

For example, Robert Reis & Co. has made car cards its promotional vehicle with great success. Reis advertising actually started back in 1890, with the use of *Colliers*, *The Saturday Evening Post*, and similar publications. About 1900 the company first used car cards, and that medium has been the distinguishing feature of Reis sales promotional work ever since.

The company's advertising was expanded steadily until the appearance, in 1926, of a double spread in *The*

Saturday Evening Post on Reis Jim Shirts and Jim Pants. That double spread may be said to have marked the high tide of men's underwear advertising of the period. It is still talked about among underwear veterans in tones akin to awe.

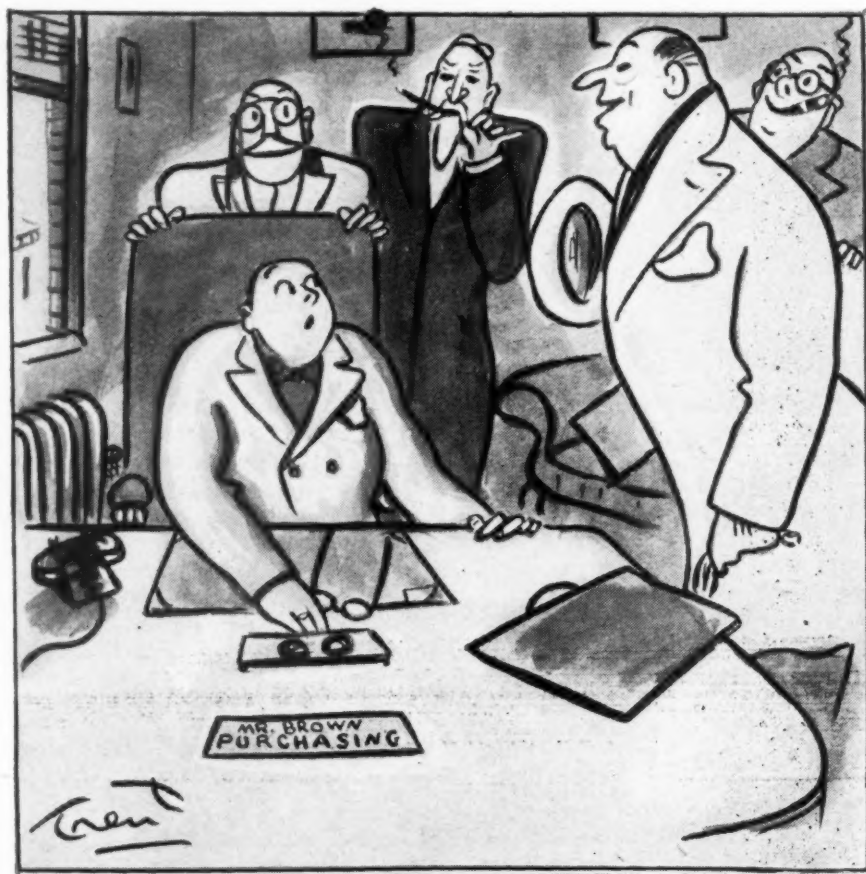
After that, the steady slackening of business that marked the approach of the depression caused some reduction in Reis advertising schedules, and when the depression really hit, publication advertising was eliminated.

Still, depression or no depression, the car cards went right on.

The Reis little conductor, with his admonition that "All passengers will please change to Reis Underwear," kept giving his message right through the dark days of the early 1930's. True, even the car cards were limited to the New York City and Boston markets during most of those years, but they kept on working for Reis. And the result, incidentally, is that today Reis distribution has far more strength in those two markets than anywhere else.

In 1936 the general promotion of Reis underwear was resumed—to the trade at first, and later to consumers. The consumer advertising began with local spot advertising designed to meet the immediate problem of getting more distribution in certain specific localities.

These spot advertisements were planned to list the names of local Reis retailers, and were prepared well



"Each of us has a different approach—one of us is bound to sell you!"

* Previous articles in this series appeared in the following issues of *SALES MANAGEMENT*: April 15, 1945; June 1; June 15; July 1; July 15; August 1; Sept. 1; Sept. 15; Oct. 1; Nov. 1; Nov. 15. When the series is complete, all articles will be reprinted in one unit.

in advance of insertion dates. This gave the salesmen an opportunity to show them to prospective dealers with this proposition: "Your name, Mr. Retailer, will be included if you take on the Reis line." It was a successful solution for a problem of the moment, but was later abandoned in favor of the extension of Reis national advertising.

Today Reis promotional work has swung away from the Jim Shirts and Pants of the '20s and '30s, and concentrates on modern Reis Scandals. They are featured in *This Week*, the *New York Times Magazine*, *The Saturday Evening Post*, *Colliers*, *Life* and *Esquire*. But still car cards — the unique Reis promotional technique — remain the backbone medium of Reis sales promotion. And note this: Those car cards appear in trolleys, buses, subway and "El" cars of 20 cities, instead of the two cities in which they appeared 10 years ago.

Now let's look at another example. The P. H. Hanes Knitting Co., one of the biggest underwear producers in the United States, has been a consistent advertiser for more than 40 years. The technique that makes Hanes promotion different from that of other underwear manufacturers is the Hanes use of newspaper advertising.

Promotion Methods Unique

Concentration in this medium stems naturally from the fact that Hanes distribution is exclusively through wholesalers, and the localized use of newspapers permits Hanes to concentrate on the specific territories of their wholesalers. In addition, the Hanes advertising gives local retailers who sell Hanes underwear an opportunity for individual tie-ups, and hundreds of them take advantage of it.

The promotional technique of The B. V. D. Corp. is one that has been developed within the past five years, but it is never-the-less unique. Of course sales promotion by B. V. D. goes back much, much farther than that. It goes back, in fact, to the years between 1908 and 1912, during which B. V. D. changed men's underwear habits.

You won't remember this, dear reader, but the popular type of men's underwear before 1910 was the knitted garment, with long or short sleeves and legs, that is used to lend a nostalgic note to current plays of the gas-light era. It became the mission of the B. V. D. sales promotion of the period to persuade men that they should abandon this confining garment and substitute for it the cool, loose-fitting union suit.

The advertising that accomplished

this mission so successfully was an outstanding example of the "before and after" theme. It featured men who were hot in their tight-fitting, knitted underwear, contrasted with men who were cool in their B. V. D. brand union suits. It showed uncomfortable men in knitted garments, wishing they were as comfortable as the men in the same advertisements who were wearing union suits labeled B. V. D.

The heavy promotion of The B. V. D. Corp., continued until 1928. Then the factors that affected all underwear business caused its temporary curtailment.

During the depression period B. V. D. tackled another problem. The company had become famous for underwear — and for a certain type of underwear, at that. The decision was now made to diversify the B. V. D. line. This decision was reached partly in order to avoid the "all the eggs in one basket" situation that had marked the company's business during the previous 20 years. It was reached also to capitalize on the good-will that existed throughout the country for the B. V. D. name.

Accordingly, the underwear line was enlarged to supplement the familiar union suit with knit shirts and cut-and-sewn shorts. Then swim trunks, pajamas and sportswear were added to the garments carrying the B. V. D. label. This gave B. V. D. a broad line of garments with real promotional possibilities for men's furnishing stores. From this broader line grew the technique that marks B. V. D.'s current sales promotion.

Thematic Advertising Clicks

This technique is designed to get the retailer of B. V. D. products to throw the weight of his own promotional budget and promotional activity behind B. V. D. To get him to do this, B. V. D. starts out with what the company calls "thematic" advertising. This national B. V. D. advertising appears in such magazines as *Life*, *Esquire*, and *True*. Each advertisement is based on a theme sufficiently broad in its scope to encourage the retailer to use it as the theme for a general promotion of his own.

It is a well known but frequently overlooked fact that retailers are hungry for such themes. They make them up constantly for their own use, so when a manufacturer such as B. V. D. comes to them with themes ready-made for the purpose in hand, chances are they'll adopt them and put them to work. That's exactly what has happened to the B. V. D. themes.

What do we mean by themes?

EXECUTIVES!

The Most Enticing
FOOD GIFT PACKAGE
of the Year!



**Poinsetta
PAK
by CHAARD
OF LANSING**

Your customers and employees will appreciate and enjoy a Poinsetta-Pak gift package containing six individual trays of hard-to-get Imported Nuts, Fruit Cake, Chocolates, Pat-sies (our new cheese-coated crunchiness delicacy), Glacé Fruits, and Imported Appetizers.

All addressing and delivery charges prepaid anywhere in the U.S.A.
Only \$5.50
Each Package Insured!

SIX DELICACIES IN INDIVIDUAL GOLDEN PLY-METAL TRAYS

IMPORTED NUTS—Delicately roasted and salted. Cashews from India, Almonds from Spain, Filberts from Turkey, Pistachios from Afghanistan with Schley Pecans from Texas. Foil Fresh Pack. Not less than 8 oz. net.



1

APPETIZERS—A 2 oz. tin of Imported Fillets of Anchovies in pure olive oil; 1 oz. of imported olive oil; 1 oz. aged wine vinegar for piquant salad dressings. Not less than 4 oz. net.



2

PATSIES—A cheese-coated crunchiness delicacy. A new CHAARD taste experience. Not less than 4 oz. net.



3

SELECTED CHOCOLATES—The finest creamy chocolates with assorted cream, fruit and nut centers complemented with satin finish Jordan almonds. Not less than 8 oz. net.



4

FRUIT CAKE—A fine rum and brandy cake abundantly filled with glacé fruits and imported nut meats. Cellophane wrapped. Not less than 8 oz. net.



5

GLACÉ FRUITS—Tree-ripened, hand-picked, California, Honey-dipped Calimyrna Figs, Choice Black Figs, White Raisins, Dates and tasty plump fruit tips. Not less than 12 1/2 oz. net.



6

So Easy to Order!

Send us your gift list now with names and addresses together with your check or money order. A handsome greeting card, individualized with your name will be placed in each Poinsetta-Pak. Every package insured . . . We guarantee safe arrival to any point in the U. S. A.

CHAARD Incorporated 

Box 147; Dept. SM, Lansing 1, Michigan

To the ladies
Bless 'em!

56.8%

of all
Women's Wear store
advertising in Buffalo
appears in the

**BUFFALO
COURIER-EXPRESS**

Fashion advertising
calls for buying action,
and local space buyers
know that when you
want action in Buffalo

**the Courier-Express
Delivers the Goods!**

*Buffalo
Courier-Express*
BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER

Have You Had These Field Reports?

Chem & Met's research staff has been making calls on plants that use your type of equipment. Your customers and prospects tell what they need and expect from you.

* * *

The field reports should highlight situations you will want to cover in your own field studies. They include:

Pumps & Compressors; Pipe and Valves; Packing; Materials of Construction; Containers; Packaging Equipment; Materials Handling; Steam & Power Generation; Lubrication; Power Transmission.

Send for your copies now—also we will include ABP's swell new booklet, "Hit the Road—for Better Business Paper Advertising". It is the how and why of field work for copy that sells.

**CHEMICAL
& METALLURGICAL
ENGINEERING**
A McGraw-Hill Publication
330 West 42nd St., New York 18, N.Y.

Well, a few years ago there was the "Sports Round-Up." This theme was embodied in the heading of B. V. D. national advertising rounding up all the sportswear items in the B. V. D. line. Then retailers were told, well in advance, that the advertising was going to appear. They were urged to adopt the theme for their own use—not just for the promotion of their B. V. D. merchandise but for promoting any items that were appropriate from their men's furnishings departments, or from all their men's departments, or on a store-wide basis. B. V. D. provided the stores with newspaper mats planned to give B. V. D. the feature position, but permitting the inclusion of other merchandise too. Similarly, the display material that was sent out was planned for the dramatization of all the items in the store that might well be included in the promotion.

The Future Is Promising

Yes, it was an unselfish idea, but it worked, and perhaps its unselfishness has kept it unique. Stores that otherwise wouldn't have enough merchandise to stage a tie-up promotion, include other lines to make the whole event big enough for the promotion of B. V. D. Out of gratitude, if nothing else, B. V. D. is given the spotlight in each promotion.

Other themes: "Father Knows B. V. D. Best," a Father's Day promotion so planned that B. V. D. could be eliminated from the line and the name of the store substituted. "Fall's Fun if You Dress for It," a fall promotional idea that permitted the inclusion of all the fall apparel in the store.

Four or five times a year, B. V. D. sends to retail buyers a booklet that tells exactly how to stage each promotion in order to get the most from it. This booklet also contains information about B. V. D. products, which the buyer can pass along to his salespeople. Furthermore, with an eye on current selling conditions in retail establishments, B. V. D. attaches to each garment a button ticket, giving all its selling points and making the garment as nearly self-selling as possible.

Cooper, maker of Jockey Shorts, really puts this type of garment on the map with sound sales promotional methods. Its first objective was to get Cooper Jockey Shorts out of the retailer's counter and into the window—and also into a prominent position on top of the counter. To do this, the "Cooper torso" was devised, a display dummy on which Jockey Shorts could be draped. Then the Cooper salesman worked as hard getting torsos into

stores as they did selling Jockey Shorts. It was very successful sales promotion.

When distribution of Jockey Shorts was ample, and the shorts were properly displayed on torsos, Cooper began national advertising, about 1935. Even then, emphasis on helping the retailer continued. Cooper was one of the first manufacturers to use motion pictures for training retail salespeople in how to sell the product. And Cooper designed special self-service fixtures for the display of Jockey Shorts, had them made in steel or wood, and sold them to retailers.

There are other good brand names in the underwear field. Arrow Shorts are well known because of the advertising of Arrow Shirts. They have been confined to the top-price short market, since they retail at 65c or more, and distribution generally follows that of Arrow Shirts. Mansco Shorts, made by Manhattan, (Manhattan Shorts are made by Reis.) have been given some promotion. Fruit of the Loom Shorts, made by Union Underwear Co., under license from Fruit of the Loom, Inc., have good identification but little or no sales promotion.

What does the future hold for underwear brands and the sales promotion required to establish them? We think the answer to that question is indicated by the figures we mentioned at the beginning of this article. With only 15% of underwear volume today being done under brand labels, the remaining 85% should be looked upon as a potential for the expansion of branded business. Today's promotional methods are causing the steady expansion of the volume being done on branded underwear. And as the advantages of good sales promotion become better understood in the underwear field, brand identification will undoubtedly be extended to many unbranded lines that make up that 85%.



SALES MANAGEMENT

Wee Refrigerator Demonstrates Sales Points for Servel

This miniature model conceals a series of color slides which graphically explain the convenience features of the product. The prospect can—and does—fiddle with it herself, thus painlessly advancing her progress toward the waiting dotted line.

ALTHOUGH the war caused a long breathing spell in sales department operations, the rebuilding and training of sales forces, promotional methods, and sales plans were under constant consideration in many companies. Methods were closely scrutinized to determine their effectiveness in the past and likely rate of productivity in meeting future highly competitive conditions.

Applying these criteria, Servel Inc., Evansville, Ind., is retaining one of its most successful pre-war sales tools, a tiny replica of the Servel Gas Refrigerator.

First offered to salesmen of gas refrigerators in 1941, more than 3,000 models were in use by May, 1942, when war demands froze all refrigerator distribution.

The miniature demonstrator, made of molded plastic, measures 7½" by 4". Conforming in every detail to the actual Servel refrigerator, this ingenious device has a removable front-door panel which may be removed to reveal a series of 8 full-color slides. With the slides the salesman can point out the advantages of the Servel refrigerator step by step. Sales resistance is lowered by the element of participation as the customer handles the slides and sees for herself the advantages of the product.

The reverse side of the first set of slides pictures the complete line of Servel refrigerators. After the color slides have been removed and the salesman has demonstrated with an actual model just how the customer may use a Servel, a base chart becomes

visible for a quick demonstration on a cut away drawing, showing just how this refrigerator's absorption system performs the miracle of making ice with heat.

A portion of the freezing system chart is cut out, and mounted behind it is a bubbler tube. When the salesman holds the base bulb in his hand, the heat generated sends liquid bubbling up the tube, simulating the operation of the liquids in the Servel system.

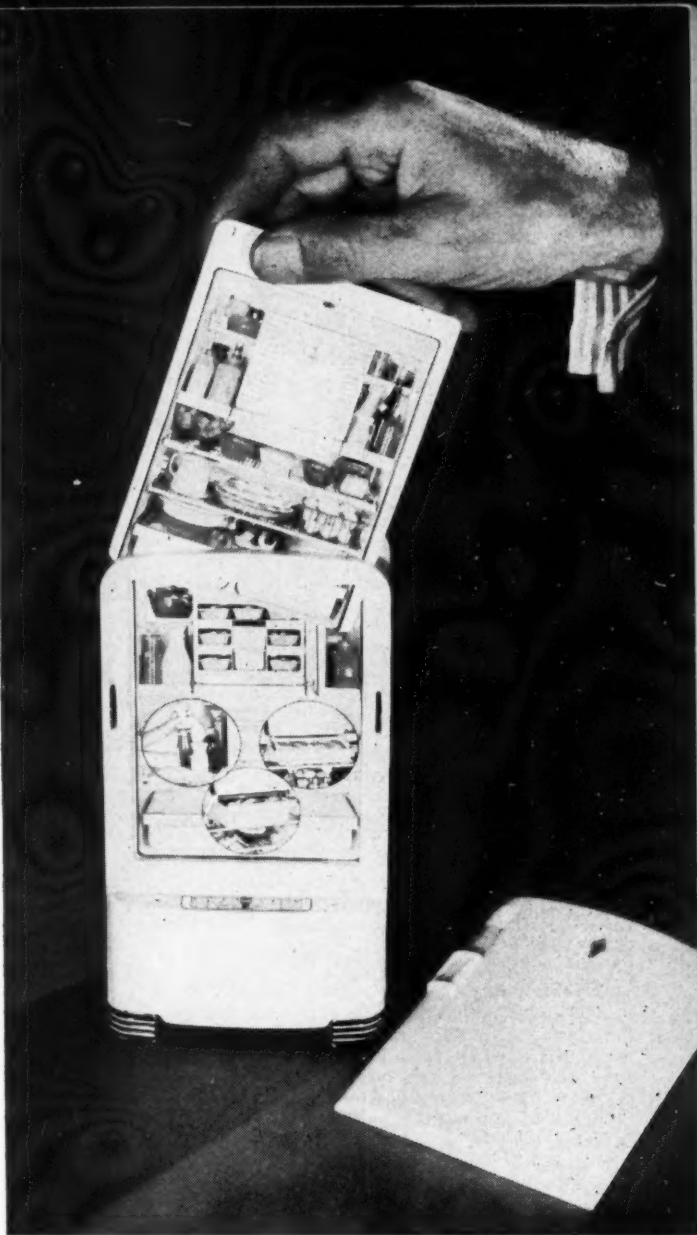
In the back of the miniature unit is a second set of slide cards which may be removed in the same manner as the front set. With these the salesman demonstrates the points of difference between the gas and electric refrigerator.

At this point the salesman is ready to turn this sales tool upside down and point out the working parts of the Servel. At the bottom of the model an orifice spud from a gas burner is

mounted. This allows the salesman to point out the refrigerator's economy of operation and the safety cut-off on the burner. This cut-off, known as the Klixon Disc, may be actually operated with a match to show how pilot-light heat turns on the gas flow in the full-size refrigerator and how this safety device would shut off such a flow in the event that anything happened to put out the flame.

From this description it should be clear why the Miniature Demonstrator will remain an extremely important part of every Servel salesman's equipment.

It does everything but freeze, yet is small enough to carry in a pocket. It eliminates the need for large presentations in which the prospect may not take part, and offers an even more graphic presentation than if the customer were on the sales floor of the gas utility company looking at a regular, full-size model.



DOES EVERYTHING BUT FREEZE—yet it's small enough to carry in your pocket. It's the ingenious miniature demonstrator, Servel's answer to a salesman's prayer.



If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
in. It May Win a Round Table Prize.

Appeal without Frills

While we're on the subject of letters which are forthright and unadorned with fancy language or spiced up with stunts of any kind, this one sponsored by Victor Adding Machine Co., Chicago, seems newsworthy. It's designed to sell the use of laboratory facilities:

"Perhaps your company, like ours, has often wished that it had complete laboratory facilities at its disposal. A really complete laboratory, equipped to do almost any type of work, has been a longtime goal of ours.

"During the war, our work on the Norden bombsight made it possible for us to achieve this goal. Now that bombsights no longer have an AAA-1 priority on our time, our entire research facilities are being made available to other small manufacturers.

"As you very well know, the need for technical work is common to the developing of every product from the idea stage to a saleable item. The engineering, designing, styling, patent research, model making, etc., are problems all of us have faced.

"Because we have learned from long experience that research must be closely coupled with the hard practical facts of production costs, sales appeal, and sales volume, we think our Laboratory has something to offer you.

"If, after reading the enclosed brochure, you feel that we may be right, won't you call or write us?"

Bid for Inquiries

Lucky is the company that can explain what its product is and what it does in two or three simple sentences. Lucky, because it can write sales letters condensed to less-than-a-minute of reading time. National Chemical & Manufacturing Co., Chicago, introduced such a product recently, and this is the letter that went to the trade to stimulate inquiries. See how much it accomplishes with its economical use of words:

"There is always room—

"on the shelf for an excellent product attractively packaged.

"X-CELL-ALL Liquid Brush Cleaner, the newest addition to our line, is compounded using solvents that will soften and dissolve any paint, varnish, lacquer, or shellac. These solvents act quickly so that prolonged soaking is rarely necessary. Bristles are left clean and pliable.

Packed in gallons, quarts and pints, X-CELL-ALL Liquid Brush Cleaner will be readily accepted by both your consumer

and painter trade. In addition, you will find a market among the printers who will use X-CELL-ALL Liquid Brush Cleaner to soften ink and to clean dirty type.

"Mail the enclosed card and we will send you prices."

Dealing with Shortages

The J. P. Bowlin Sales Agency, Ft. Worth, Tex., which has galloped past the post in this department on previous occasions as a winner, adds another first prize to its collection this month. The letter deals with the present ticklish situation faced by many companies: continued shortage of merchandise even though the shooting's stopped and reconversion is under way. It's a "plain" letter, but it has a nice honest, man-to-man appeal:

"Well now, how would *you* go about handling a situation like this:

I sell Toledo Scales . . . for every conceivable purpose. But I can't get enough scales to fill orders . . . and I try to convince buyers there is still a shortage, and will continue to be for many, many months.

"But a lot of buyers turn up their pink noses, and say, 'Don't you know there *isn't* a war on any more?' . . . and of course, they think I'm just trying to high-pressure them, and using war-time shortages as an excuse.

"How would *you* handle that sort of a situation?

"Would you keep on harping about shortages (it's true so far as scales are

concerned). Or would you just sit back, and wait on buyers to decide they want scales . . . and want them in a hurry. And let these buyers be disappointed, because they'd have to wait months for delivery in many cases?

"I guess I'll continue to tell the truth! And the truth is that while now-and-then I can make immediate delivery on scales . . . nine-times-out-of-ten there's a delay (sometimes a long delay) . . . and that if you'll look ahead, and anticipate your scale needs, it may save you inconvenience in the months to come.

"Anyhow . . . I'll sincerely appreciate your orders, when you need scales of any kind . . . from tiny ones that break to a minute fraction of an ounce, on up to scales that weigh a locomotive.

"And confidentially, just between the two of us, I hope you'll pick up the enclosed green card, sign it . . . and drop it in this afternoon's mail.

"PS: Scale repair and maintenance? Yes, sir, my friend—I've got the finest scale technicians in the Southwest, and they'll repair, and service, any scales . . . any time."

Good-Will Builder

The problem of rebuilding good-will among dealers is one confronting thousands of companies. One friendly, convincing letter designed to help do that job comes in from Radiant Manufacturing Corp., Chicago. It has a baseball leadoff:

"This is like the 7th inning stretch of a baseball game. It's been a feverish, exciting game, with the score tied and the bases loaded.

"That's the way it's been at RADIANT . . . producing at top speed to fill Government orders. And now . . . the 7th inning stretch. It's like a "breathing space," and the first thing we want to do is thank folks like you for being so patient. It wasn't much fun turning down orders sometimes because we couldn't handle them. But Uncle Sam's requirements came first and then we tried to do our best to serve your needs.

"After we've had our 7th inning stretch we're going to be busier than bees: catching up on back orders, executing plans for our postwar models, completing our long-range advertising and merchandising programs.

"This is just a not to say 'Thanks for being so patient.' You'll receive the details of our planning very shortly.

"Immediately after the first of the year . . . A COMPLETE NEW RADIANT LINE!"

ROUND TABLE PRIZE WINNERS

J. P. BOWLIN
J. P. Bowlin Sales Agency
Ft. Worth, Tex.

HARRY J. WENDLAND
Harry J. Wendland Adv. Agency
Los Angeles 5, Calif.

E. C. HERBERT
Advertising Manager
Victor Adding Machine Co.
Chicago



VETS LAND JOBS: Overflow of veterans getting counsel on the Ad Club stairs above. Major James Boudreau, Dean of Pratt Institute's Art Division (right) has already placed 20 men, recommended one for a \$20,000 a year job.



Twenty-seven organizations band together to provide expert advice on selecting a job, preparing a resumé, grouping leads and following up a planned job campaign.

New York Advertisers Help Vets Perfect Job-Finding Techniques

GETTING veterans back into the peacetime economy is a task that must be assumed by society as a whole and business and industry in particular. One plan which is working successfully toward that end is *Veterans Guidance in Advertising*, through which 27 organizations in advertising and related fields have joined forces in New York City to get ex-servicemen into the jobs they are best fitted to fill.

The plan is too ambitious and comprehensive for most other communities, but many of its features can be borrowed (and, for that matter, are being borrowed) by other groups.

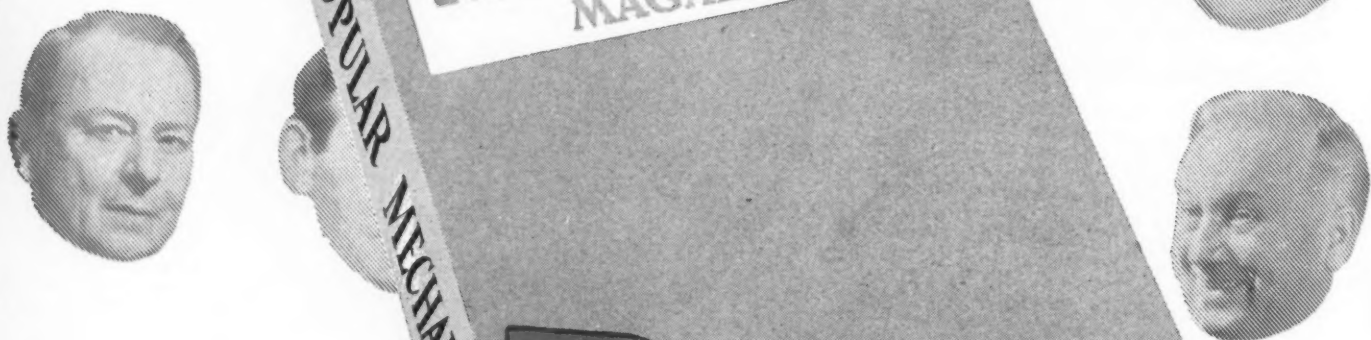
It all started last July, with meetings held at the Advertising Club of New York. Activities soon outgrew available facilities at the Club, and office space was provided in the quarters of Vick Chemical Co., through its president, W. Y. Preyer. By November, the big weekly evening meetings could no longer be accom-

modated at the Advertising Club, and the Community Church gave space for them, but continued expansion has made another move necessary, to Central Commercial High School auditorium. At this writing, Commander Edward Stern, who does the preliminary interviewing and screening, still holds sessions at the Club. Referrals are made from the 42nd Street office (provided by Vick's), by a group of men and women under the direction of Miss Ruth Perry.

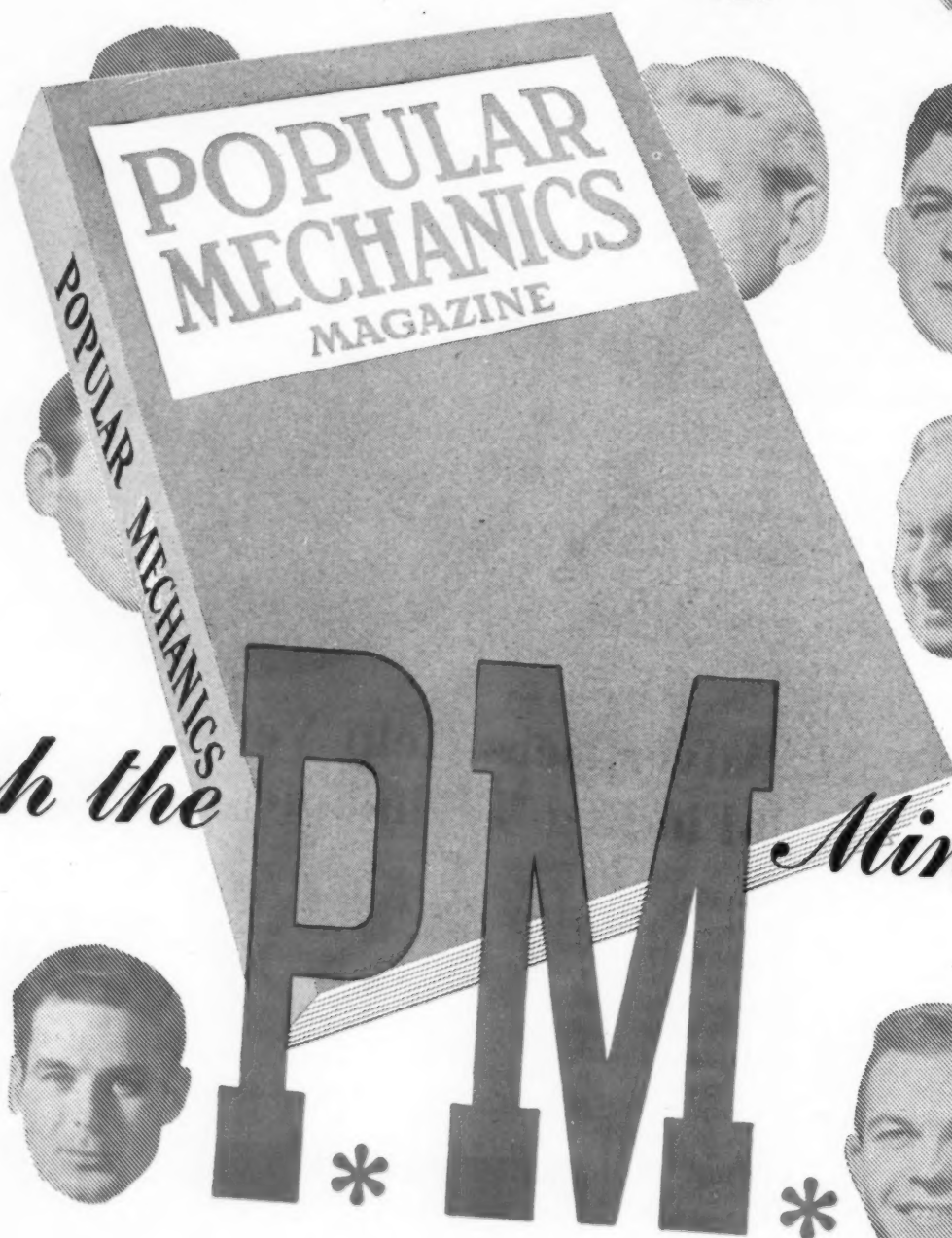
The organization has gradually de-

1,000TH VETERAN: The lucky one is Major Bernard L. Mathews (fourth from left), who is the 1,000th veteran to have been processed by Veterans Guidance in Advertising. Presiding (at desk) is Alisa T. Preyer, member of the Committee.





Reach the



Mind



veloped an efficient program, consisting of the preliminary interview with Commander Stern; attendance at the weekly evening meeting where veterans hear the details of the plan and later receive individual counseling from executives in many branches of advertising, merchandising and the graphic arts; attendance (if necessary or desirable) at a three-weeks, six-session refresher course held in the evenings at the Advertising Club; and an interview with a staff member at the general office, followed by referral to one or more potential employers. When a man starts going through the mill, he registers and fills in an application blank, and a record is kept of the action he takes and what is done for him from that time on.

Peak Attendance: 287

At last count, attendance at the evening meetings had reached a peak of 287, but was averaging 175; and more than 1,500 men had registered. At least 300 have obtained jobs through the program, but many more men have been aided and inspired to go out and get their own jobs.

The job-finding techniques recommended are those of the Job-Finding Forum, which also meets each week at the Advertising Club, and which grew out of the Man Marketing Clinic originated in 1935 by Sidney Edlund. Some of its features are: Careful self-analysis, to determine the type of job for which one is best fitted; planning a job-seeking campaign and working as hard at it as one would work on a full-time job; preparation of a "sales instrument," a portfolio or resumé to show to prospective employers; assembling leads and following them up by a prescribed plan, with follow-up letters and calls.

The Job-Finding Forum has become famous for its methods and the results it attains. At its meetings, members practice interviewing one another, exchange criticisms and job tips, benefit by group therapy and lose the inferiority and self-consciousness that often accompany joblessness. Alumni continue the habit of dropping in, to help others out of gratitude for having been helped. Personnel people and business executives also attend and sometimes hire applicants off the floor.

The general meetings of the veterans are too large, and time is too precious for much informal give-and-take. They usually include registration by the veterans; talks by leaders in the movement on the program and the methods of job-seeking recommended, and on how to prepare a resumé. Then the big meeting breaks up into smaller groups headed by counselors who are

specialists in such fields as media, radio, copywriting, mail order, public relations, art, etc.

We dropped into the auditorium of the Community Church the other night and sat in on some of the counseling groups. The leaders formed a cross-section of metropolitan New York advertising promotion, merchandising and publishing. If a veteran was interested in selling space, he could choose from specialists in newspaper, general magazine, or business paper space selling. From advertising agencies there were copywriters, research people and account executives, all ready to talk about their own particular fields. There were three men on hand to help in the preparation of resúmes. There were at least three men from Young & Rubicam, several from *Time*, *Life* and *Fortune*, and representatives from the *New York Herald Tribune*, the *New York Times* (James W. Egan, advertising manager) and other local papers. (SALES MANAGEMENT's executive editor, Philip Salisbury, is one of the many associated with the group, his contribution taking the form of lecturing to those in the refresher course at the Advertising Club.)

Art Group Is Lively

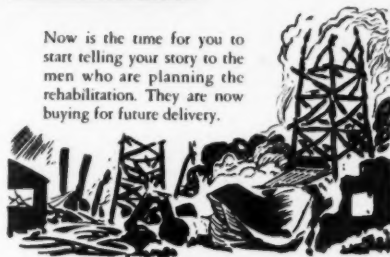
One of the liveliest groups was that presided over by James C. Boudreau, Dean of Pratt Institute, assisted by Paul Carlyle, art director of Grey Advertising Agency, and Walter Civardi, of Pratt's Photographic Department. This was the art group. Many of those seeking its advice intend studying art under the G.I. Bill of Rights and want to know about schools. Art courses are crowded and some would-be students are faced with the necessity of waiting till next September for enrollment. Among those who told their stories were a former liquor salesman who did some silk screen work at the Aberdeen Proving Grounds during the war and decided he wanted to try a career in art; a former construction foreman who always liked making mechanical drawings and hopes to study art under the G.I. Bill; a Coast Artilleryman who used to be in the textile business and wants to try art; an American-born member of the French underground movement who studied art in France and had photographic plates (but no prints as yet) showing him to be skilled in French poster techniques. Typical of the constructive aid rendered is this condensed version of what Major Boudreau said to this lad:

"Our registrar said we had no room for you at Pratt, but I'll get you in somehow, through a side-door. But your first problem is a job. These

HOW MUCH WILL YOU REPLACE?

It's up to you!
Europe, Asia, and
the Pacific oil fields
will be rebuilt. Very
little has been left
standing.

Now is the time for you to start telling your story to the men who are planning the rehabilitation. They are now buying for future delivery.



WORLD PETROLEUM

Under the Management of
REX W. WADMAN



2 WEST 45TH STREET • NEW YORK 19, N. Y.

IF YOU HAVEN'T SEEN THIS MARKET

You'll want to know why certain foods, drinks, cosmetics and cigarettes are missing out on it.

...For it is all around you, with seven billion dollars to spend on everything people buy anywhere. Yes, the Negro market is so close to us all that it's easy to overlook it. And yet it is amazingly easy to reach it, too, for the Negro looks to his race press for guidance. Your advertising in his papers can earn his confidence, good will, and regular patronage.

So no matter what your product is, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York, for the facts and the success stories built out of reaching this great and growing market through economical advertising. Write now.

EYE-CATCHERS

FREE! World's greatest collection adv. photos. All lines business . . . All situations. Top models . . . fine photography. Multiples pull of promotions. Shot new each month. 10,000 subjects available. Money saving subscription plan NOT STOCK PICTURES. FREE proofs and details on request. No obligation. No salesmen.



EYE-CATCHERS, Inc.
10% E. 38 St., N. Y. 16, N. Y.

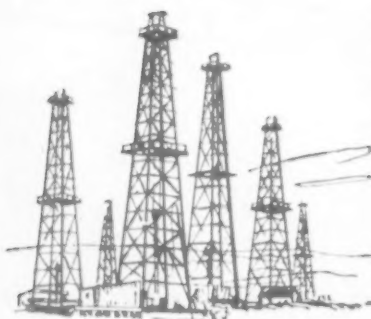
SELL BY MAIL!! GET 50% MORE ANSWERS

Write on your letterhead for Kit No. 4 containing FREE samples of 4 different types of tested mailing devices that have produced amazing results for many of America's largest mailers. Can be adapted to meet your individual needs!



**TESTED SALES
PRODUCERS**
3 EAST 14th STREET
NEW YORK 3, N. Y.

THE KEY MEN IN CALIFORNIA READ PETROLEUM WORLD



For thirty-four years busy oil company officials have received and read PETROLEUM WORLD. Mr. S. H. Grinnell, Superintendent of Service and Maintenance with Union Oil Company, is but one of the thousands who depend upon PETROLEUM WORLD for first-hand information.

PETROLEUM WORLD covers the California market with four times the coverage of

any national publication. You can use this coverage to tell your sales story to every key man in the California Petroleum Industry.

PETROLEUM WORLD
412 W. Sixth St., Los Angeles 14, Calif.

UNDER THE MANAGEMENT OF
REX W. WADMAN



DRILLING—

Demands of industry and the armed forces have greatly increased California drilling operation.

PRODUCTION

California production has increased more than 14% in the past year and is steadily going up.

REFINING

Refinery throughput in California is up 12% over a year ago and new plants are building.

MARKETING

Demand for California Petroleum products is at an all-time peak. Industrial, war and civilian requirements are increasing steadily.

SALES MANAGEMENT

negatives show that you are good at the French poster technique, for which there is a demand here—in fact, I know a company that needs someone just like you. Come over to Pratt early Wednesday morning, and our photographic department will make blow-ups from your plates, and show you how to mount them and get them ready for your portfolio. Then meet with my group that afternoon at the Chanin Building, and I'll help you prepare your resumé. I promise you that you will have a job in short order, and you can enroll in an advanced evening class at Pratt. By next fall you should be ready to start studying on a full-time basis.

Major Boudreau's attitude to that young man might be explained partly on the basis of his unmistakable talent. But he was equally patient and constructive toward those with little, if any, talent. There was, for example, the embarrassed former liquor salesman whose samples were drawings copied from other drawings. "That's the way we all started," said the Major, to put him at ease. "I started that way, too, and *was* I surprised when I came to school and found I had to draw from *things*!"

Like an Employment Bureau

Referrals are made from the office at the Chanin Building, where the final interviews are held. The procedure is much like that of a regulation employment bureau, except that no fees are paid. Each job is numbered, and at any time a staff member could tell you what has been done toward filling it.

The oldest applicant thus far has been a 57-year-old sergeant, veteran of both wars, a tail-gunner in this last one. He had been successful in his line before he enlisted, but feels that he wants to start something new now. Another sergeant, but in the Marines, a former school teacher, worked on a Marine publication during the war and decided he wanted to make writing his career; he now has a position on a business publication. Wanting to do "something different" is a common aspiration on the part of those who come to the Guidance Committee.

Sometimes men are snapped up before they go through the various steps of the program, as was the case when an executive from *Look* hired an applicant while he was going through the counseling process.

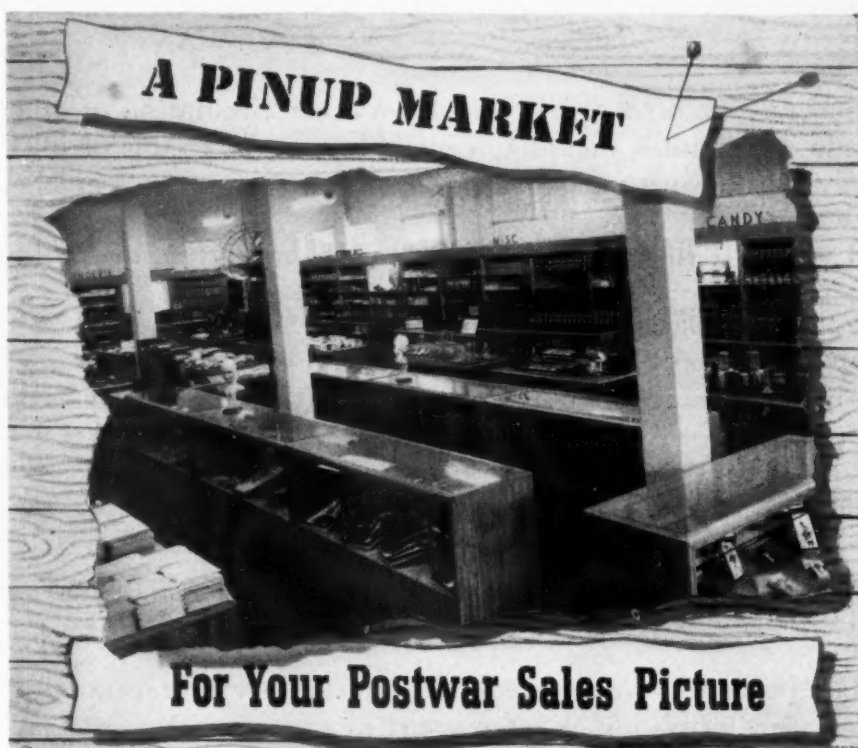
As news of the committee's activities gets around, other groups ask for information on starting their own programs for helping veterans get jobs. There are many such groups, including one in the textile and one in the real estate field, in New York City.

There should be many more, throughout the country. Allan T. Preyer, chairman of the board of Morse International, president of the Advertising Club of New York and of Veterans Guidance in Advertising, feels strongly that the organization's features could be adapted elsewhere.

As time goes on, the program expands. A meeting was held November 9, at which a new organizational structure was decided upon. The new advisory board has for its chairman, Elon G. Borton, president of the Advertising Federation of America. The chairman of the executive committee is

Allan T. Preyer. Its other members are: Paul Ellison of the A.N.A., and president of Sylvania Electric Products, Inc.; Phil Kelly, general sales manager, Carstairs Bros. Distilling Corp.; Horace H. Nahm, president, Hooven Letters, Inc.; Walter Sullivan of the Four A's, and vice-president, Young & Rubicam; Harry Dunlap of the P.P.A., and publisher of *Cosmopolitan*; and Warren Jennings, Radio Executives Club and eastern manager, Crosley Radio Corp. Miss Ruth C. Perry is executive director.

Financing has been underwritten by the Advertising Club through July.



The PX market was a "sweetheart" for manufacturers who had merchandise to sell during the war. It remains a favorite with them today. This, because of its important volume and the sampling and educational job it does among young men and women in the Army and Navy—the civilian consumers of tomorrow.

For some time to come the personnel of the Army and Navy will be maintained at high levels of strength. This means that millions of your prospects

will have but one convenient source of supply, their Army Exchange and Ship's Store.

For these reasons no postwar sales picture of any manufacturer of consumer goods will be complete unless it includes the PX market. To sell it, use the magazine read by the officers who do the buying at individual outlets—POST EXCHANGE.

There's a lot more to the story. We should like you to hear it. Our offices are listed below.

... A Youthful Market With a Great Future

POST EXCHANGE

ARMY • NAVY • MARINES • MERCHANT MARINE

Main Office—292 Madison Ave., New York 17, N. Y.

HANLEY L. WARD, Inc. 360 N. Michigan Ave. CHICAGO 1, ILLINOIS	WALTER W. NECKS 101 Marietta ATLANTA 3, GA.	SIMPSON REILLY, Ltd. Garfield Building LOS ANGELES 14, CAL.	SIMPSON-REILLY, Ltd. Russ Building SAN FRANCISCO 4, CAL.	FRED WRIGHT CO. 915 Olive Street ST. LOUIS 1, MO.	DUNCAN MACPHERSON 700 So. Washington Sq. PHILADELPHIA 8, PA.
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FOUNTAIN SERVICE HAS ITS FACE LIFTED

You'll see the results of the operation in the January, 1946, issue.

First—**FOUNTAIN SERVICE** will appear in standard size—8 $\frac{1}{4}$ inches by 11 $\frac{1}{4}$ inches, with standard type size, 7 by 10 inches.

Second—**FOUNTAIN SERVICE** will have a net circulation of 30,000 fountain operators and wholesale distributors, including central buyers for chains of all types embracing drug, confectionery, restaurant, variety and department stores and independents of the same types.

Third—**FOUNTAIN SERVICE** will appear in an entirely new editorial format.

Fourth—**FOUNTAIN SERVICE** will have a new editorial policy — down-to-the-earth treatment of the operators' problems, gathered by field editorial representatives from one end of the country to the other. It will be a fountain operators' paper exclusively—written primarily by fountain operators for fountain operators.

FOUNTAIN SERVICE has been read by fountain operators for the past 44 years. It is the oldest and outstanding specialty paper in the field — concerned solely with fountain operation problems and devoted 100 per cent to them. It carries more pages of editorial and advertising each year than any other paper devoted to fountain operation.

The boom in volume which all fountain operators experienced during the war years — 65 per cent more dollars were spent in eating out during that period than in any similar period before — has put them in a liquid financial condition with plenty of money to spend. Worn out equipment and obsolescence have made them ready to purchase.

The advertising columns of **FOUNTAIN SERVICE** are the direct pipe line to this tremendous pool of purchasing power for your products.

*The Leading Paper of Today... but
a Better and Bigger Paper in 1946*

FOUNTAIN SERVICE

386 Fourth Avenue, New York City

333 N. Michigan Avenue, Chicago

15 E. de la Guerra, Santa Barbara, Calif.



Kentucky Vocational Education Photo

DESPITE THE BLACKBOARD, IT'S NOT A CLASS: These Kentucky sales managers exchange ideas.

Three R's Bring Sales Managers To U. of Kentucky Institute

How to recruit new sales people, to revise sales training plans and to re-focus pattern of supervising sales personnel discussed by Kentucky sales managers in new vocational education plan. Inquisitive sales executives asked themselves some questions.

HOW to recruit new sales people, revise sales training programs, and re-focus the pattern of supervising salesmen are subjects being discussed by Kentucky sales managers at the Salesmanagers' Institutes conducted by the University of Kentucky, Louisville.

The next institute is to be held shortly after Christmas and like the first one held in April is intended to attract upwards of 20 sales managers from various Kentucky industries.

The institutes are run as informal conferences, not as classes, with the institute leader, W. Maurice Baker, Vocational Education Supervisor at the University, opening the discussions with a skeleton outline of problems to be discussed.

A blackboard is used to set down the key points as they are uncovered. Prepared charts are submitted for the members' critical analysis, mimeographed and printed material is used in the discussions at appropriate times, and motion pictures and slide films bring out finer points. The idea is to develop not only the "what" but the "how" and "why" of problems.

To illustrate the technique the leader raises the question: "How to reach

prospective salesmen?" Suggestions from the sales managers' experience are listed, such as the following:

1. Use old salesmen to recruit new ones.
2. Look over organization for likely men not in selling just now.
3. Use employment agencies.
4. Contact veterans placement bureaus.
5. Contact schools and colleges.
6. Use classified ads.
7. Use display ads.
8. Watch "situation wanted" ads.
9. Develop sales recruiting pamphlets.

The question has been raised: How to get a company's salesman to recruit new salesmen? Some sales managers stated they paid their salesmen for this recruiting service. It was the view of one sales manager that his salesmen recommended only desirable prospective salesmen because they had some voice in selecting and training the new sales people.

This agenda has been developed for the institutes in an effort to help Kentucky sales managers to answer not only the "what" but the "how" and

"why" in selecting and training post-war sales personnel:

1. Selection of Salespeople
 - what should be in a job specification.
 - where to find new salesmen.
 - how to use application blanks.
 - how to interview.
2. Testing of Salesmen
 - what tests to use.
 - how to give tests.
 - how to interpret tests.
3. Training Programs
 - what to teach the new salesmen.
 - how to teach the salesmen.
 - how to organize training material.
 - what to teach the experienced salesmen.
4. Helping the Salesman on the Job
 - what sales literature.
 - how to get the most from sales aids to dealers.
 - what contests and other incentives to use.
5. Compensation Plan
 - why change your present plan.
 - what plans can be used.
6. Supervision and Follow Through
 - what supervision is necessary.
 - how sales manager can plan supervision.
 - why "ride the road" with salesmen.

Although the Salesmanagers' Institute is conducted at the University of Kentucky it is for qualified sales managers in Kentucky. Students at the university do not attend. The plan for the institute meetings was developed by its leader, Mr. Baker and by Walter Hughes, secretary of the Louisville Salesmanagers Council.

WE WANT TO TALK TO NEW YORK about a \$179,164,000 deal!

(and we don't care who else listens in)

BAILEY \$3,436,000	LAMB \$13,952,000	HALE \$20,011,000	FLOYD \$8,424,000	MOTLEY \$3,581,000
COCHRAN \$2,467,000	HOCKLEY \$8,549,000	LUBBOCK \$41,539,000	GROSBY \$6,879,000	DICKENS \$4,955,000
YOAKUM \$2,629,000	TERRY \$9,439,000	LYNN \$9,522,000	GARZA \$5,980,000	
GAINES \$4,626,000	DAWSON \$13,465,000			

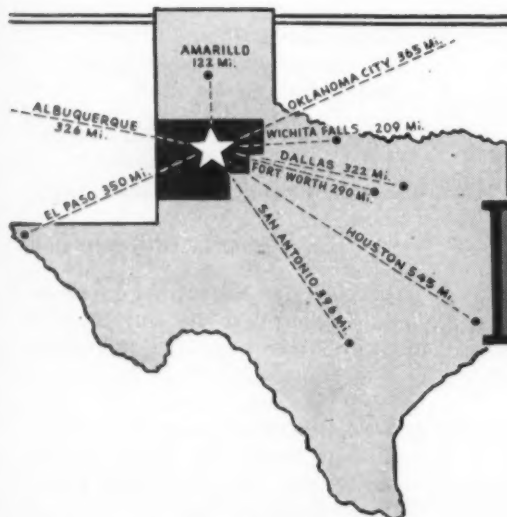


★ Data Shows
EFFECTIVE
BUYING INCOME
(1944)

**It's a gilt-edged investment
—this LUBBOCK AREA!**

Advertising money spent here *today* pays off *today*—of course. But of tremendous added importance, too, is the value of these dollars *today* in building the position of your brand in the greater LUBBOCK market of *tomorrow*.

Progress is now at flood tide here—with half the area's resources still awaiting development and only half its acreage under cultivation. It's an inspiring story—this growth of LUBBOCK! Advertising dollars here are *gilt-edged* investments.



No war-born boom is sparking Lubbock's astonishing progress. Its remarkable growth springs from its oil, cotton, grain, livestock, poultry and the ever-expanding trade within its own area. No boom here to bust. LUBBOCK is sound.

Lubbock

THE HUB OF THE SOUTH PLAINS OF TEXAS

LUBBOCK AVALANCHE-JOURNAL

MORNING • EVENING • SUNDAY

Represented by
TEXAS DAILY PRESS LEAGUE

SALES MANAGEMENT

Benrus Fits Its Services To the Needs of Employer

THE Waterbury Division of the Benrus Watch Co. is doing a thorough job of employee relations. Through an attractive booklet titled "Getting Set with Benrus," the company tells all its workers about itself, its product, its labor policy, safety measures, rules, and facilities.

The booklet is a handbook of company practice, designed to steer employees through the maze of procedure every large organization acquires. Benrus fits its services to the needs of its employees, of whom three out of four are women. Do you need a nursery school for your small children? Worried about filing that income tax return? Lose your ration book? What about references if you leave the company? The handbook tells all these and many other ways the company is ready to serve.

Advice on Safety

Safety is a primary Benrus concern. Under such headings as: Machines, Small Tools, Ladders and Scaffolds, Lifting, Hand Trucks, Elevators, Safe Clothing, Electricity, and the like, the Benrus booklet offers clear and detailed advice to employees on avoiding injury.

The *Benrus Volunteer*, a newspaper edited and published exclusively by employees and mailed free of charge to everyone in the plant, takes its name from an after-hours employee group. Under its auspices the men and women arrange dances, card parties, hikes, and athletic events. Benrus teams, using company equipment "are in the forefront of local industrial competition."

Under the heading "Learn While You Earn," the booklet outlines provisions for in-plant training, and lists educational facilities in the community for grammar school, high school, and college work. Catalogs, applications, and information on all classes are available at the plant.

Labor and management committees court employee suggestions on any aspect of operations and the booklet states that "Many of the fine improvements made by the company are the direct result of valuable employee suggestions."

Clear, matter-of-fact, and comprehensive, "Getting Set with Benrus" is a most valuable aid in management's never ending task of keeping employees happy, informed, and efficient. In addition, any outsider reading the booklet will feel like a part of the company long before he closes the covers.



Merry Christmas from WHB!



Our "present" to WHB advertisers is the stocking-full of fine Hooperatings shown in the table below...Advertiser or agency, you'll like doing business in 1946 with WHB—the station with "agency point-of-view"...where every advertiser is a *client* who must get his money's worth in *results*. Swing along with the *happy* medium in the Kansas City area!

For WHB Availabilities, 'phone DON DAVIS at any ADAM YOUNG office:

NEW YORK CITY, 18 . . . Longacre 3-1926
11 West 42nd Street
CHICAGO, 2 . . . ANDover 5448
55 East Washington St.
SAN FRANCISCO, 4 . . . SUTter 1393
627 Mills Building
LOS ANGELES, 13 . . . Michi-gan 0921
448 South Hill Street
KANSAS CITY, 6 . . . HARRison 1161
Scarritt Building

KEY STATION for the KANSAS STATE NETWORK

KANSAS CITY HOOPER INDEX July-Aug. '45	WHB	Station A	Station B	Station C	Station D	Station E
WEEKDAYS A.M. MON. THRU FRI. 8 A.M.—12 Noon	21.0	26.5	24.5	11.1	10.4	4.8
WEEKDAYS P.M. MON. THRU FRI. 12 Noon—6 P.M.	17.8	25.3	29.4	15.3	9.0	1.7
SUNDAY AFTERNOON 12 Noon—6 P.M.	18.6	34.3	23.3	11.4	9.0	2.9
SATURDAY DAYTIME 8 A.M.—6 P.M.	21.9	33.1	20.8	15.8	6.0	1.4

★ Business Leaders plan

★ The Ballard & Ballard Co. plans . . .

PRIOR to the war the Ballard & Ballard Company was employing approximately 600 people in their Louisville and outside plants and doing business in 15 states and in Cuba.

During the war period all of the Ballard & Ballard Company plants operated at capacity. This was necessary in order to keep our Armed Forces and civilians supplied with the all-important flour and feed products we produce. For many reasons, we have been able to supply materials to the Armed Forces and to Lend-Lease without injuring our potential postwar market.

Our reconversion problem is primarily a matter of the development of markets, the re-employment of people, the improvement of manufacturing facilities and especially in new products and new methods of distribution. We intend to distribute more merchandise at a lower operating cost.

We are now rapidly expanding all of our operations which includes our branches, our mills, our OvenReady Biscuit Division, our laboratory for research—in short, every part of our business.

At the close of the war we had approximately 300 of our employees in the Armed Forces. We intend to re-employ all of these people as they return and at the same time to keep in our employ the many loyal people who have come to us during the war period.

It is our duty and our responsibility to make it possible to employ more people than we employed prior to the war. We expect that our payrolls will run in excess of 1,000 people or approximately twice the number employed at the beginning of the war. We are looking forward to an era of good business with expanded facilities. We intend to do a more efficient and a more economical job than we have ever done. The products we sell are important staple food products and they must, therefore, be produced and distributed efficiently and inexpensively.

LT. COMMANDER THRUSTON B. MORTON, *President*

★ The Louisville & Nashville Railroad Company plans . . .

THE general offices and the main shops of the L. & N. are in Louisville, and constitute the largest single employment of labor in the City, having in the Louisville area alone about 10,000 persons with an annual payroll of about \$24,000,000. Altogether the line reaches 13 Southern States, has 34,000 employees, and an annual payroll of about \$85,000,000.

It has in contemplation, when labor and materials are available, the ultimate expenditure of about \$28,000,000 new money for various improvements in service, including some modern, beautiful, aluminum coach trains. With less equipment than in World War I, it handled in World War II double the business. Its purpose is to refine and improve its present facilities and service, not only to promote postwar progress in the South, but currently to do the big job of redistributing government men and material, and also to care for domestic commerce and civilian travel.

The future volume of traffic will determine its ability to maintain a high level of employment. We are looking forward with confidence that the public will not forget our astonishing wartime performance, and will continue their co-operation and patronage. We shall strive to deserve it.

J. B. HILL, *President*

The Courier-Journal
THE LOUISVILLE TIMES
Radio Station WHAS

for

Louisville!

No. 4 in a series of messages about plans for Louisville

★ The Kentucky Manufacturing Company plans . . .

RECONVERSION presented very few problems to us as our war work was a continuation, on an expanded basis, of our peacetime operation.

Prior to the war we were making commercial freight trailers and forging semi-steel and gray iron castings. During the war we made heavy all-steel special military vans, special heavy four-wheel trailers for the Navy and Marine Corps, forgings for the Navy and semi-steel and gray iron castings for the Army, Navy and Marine Corps. We also participated in the Army wood cargo program. During this period it was necessary for us to expand our facilities and our number of employees.

Our present plans are to use these expanded facilities. We expect our employment to be approximately two and one-half times that of our prewar level.

We are again making all types of trailers, commercial freight carriers and farm wagons. We are producing semi-steel and gray iron castings as well as forging for peacetime industries.

We are proud of our part in the war production record of our country and are entering the postwar era with confidence that we are facing years of good business.

R. C. TWAY, President

★ The Henry Vogt Machine Co. plans . . .

PRIOR to the war we manufactured industrial boilers, industrial refrigeration equipment, forged steel valves and fittings, and oil refinery equipment for high octane gasoline.

These peacetime products were very necessary for the war effort and had high priority ratings. Many boilers manufactured by the Henry Vogt Machine Company were used in cargo ships. Vogt valves were used in the nitric acid processing in every plant making gun powder for the war effort.

Because there was no change-over for wartime production, there is no conversion problem at our plant. We will go right on manufacturing these boilers, valves and fittings, etc., but now they will again go to the peacetime users. We will continue our practice of adding to the valve and fittings line, improving tooling, machining and production practices, and developing aids to better production.

In addition to our regular lines we will produce a new machine which we have patented for the manufacture of sized ice. This Tube Ice machine, already in use by the Navy, will be used by hotels and restaurants for preservation of fruits, poultry, fish, etc. It will be a big production item in the postwar era.

For more than fifty years the employment of our company has been most stable. We expect to maintain the same level of employment as we have had during wartime production.

G. A. HEUSER, President



We should like to send you
a copy of our 40-page
book "28 Business Leaders
Plan for Louisville."

SOUND PLANNING • A VITAL FORCE BEHIND INDUSTRIAL AND RETAIL LOUISVILLE

BUGGY RIDE: Like collegians rushing for an early laboratory session, the students in the Servel school gulped the second cups of coffee each morning at the Hotel McCurdy and dashed to make the special bus provided by the company to take them to the plant.



MODEL KITCHEN CENTER: R. M. Stevens and R. J. Canniff, advertising and sales promotion manager, Servel, explain how the company plans to feed out promotion aids to support kitchen planning center projects. They're seeking multiple-unit sales.



SUNRISE START: Opening feature of the school was a breakfast at which the Servel family acted as hosts. In the photo (l. to r.): Harry Swenson, Peoples Gas Light and Coke Co., Chicago; Jessie McQueen, American Gas Assn., New York; John K. Knighton, manager of sales, Servel; N. E. Wooters, sales manager, Kitchen Accessories Div., Servel; Geo. S. Jones, vice-pres., Servel



CLASS IN SESSION: Miss Gay Seaton, who is in charge of kitchen planning for Servel, works with a group of students on practice in kitchen layout. On the large sheets students lay out a potential kitchen and with small stickers cut scale size of ranges, refrigerators, and other kitchen accessories. The miniature models allow for the development of a wide variety of combinations to suit kitchens of all dimensions.

Servel Sees Kitchen Planning Centers as Potent Sales Tools

SERVEL, INC. in November held the first of a new series of schools for dealers and gas company representatives to sell the idea that the organization and operation of a local kitchen planning service is one of the soundest of all approaches to the development of prospects for the Servel Unified Gas Kitchen. Beyond promotion of the basic idea, the sessions included detailed dis-

cussion of the principles of kitchen planning, plus consideration of such special problems as kitchenettes, laundry space, pantries and dining alcoves. Later seminars were devoted to the "how" of organizing and operating a kitchen planning service, how to promote it, and how to use helps supplied by Servel. Herewith, a camera's eye view of the school in operation.



MENTOR: Harry Swenson, director of kitchen planning for Peoples Gas Light and Coke Co., Chicago, speaks on "The Job of Kitchen Planning". Mr. Swenson served as one of the consultants on the drafting of the newly launched educational program.



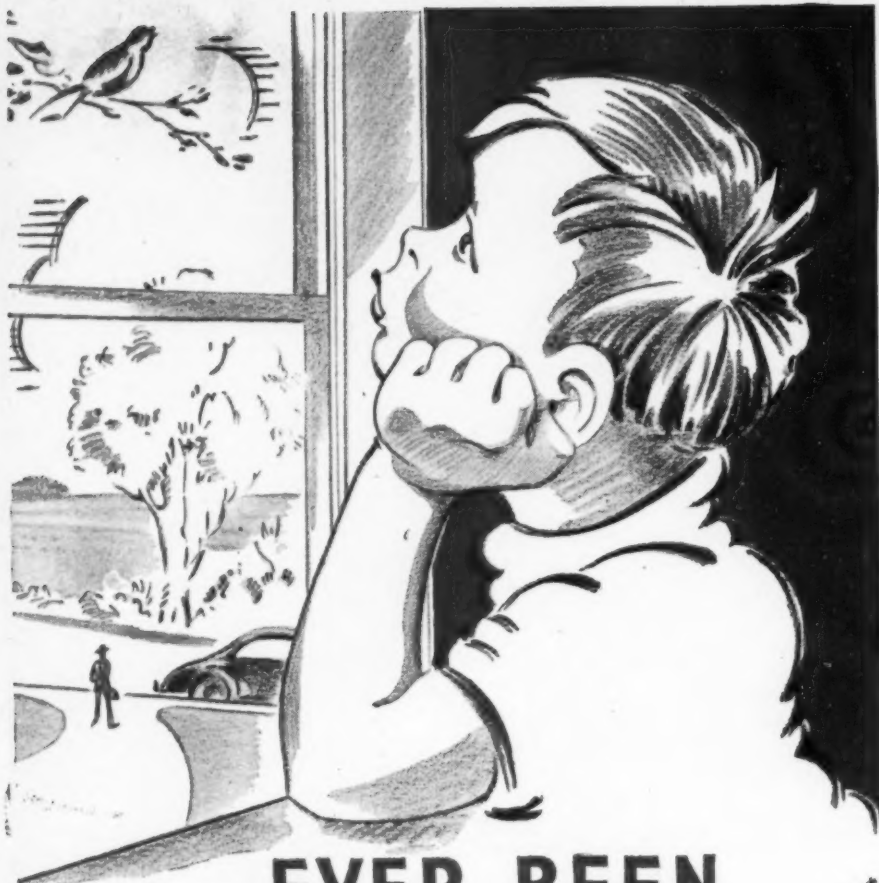


SAN FRANCISCO

The prestige and influence of the city of San Francisco is felt around the world. In diplomatic and trade centers it is playing a leading role and in the minds of military men, still overseas in the Pacific, the lights of this city are a constant promise of the good things for which they fought. In the life of America, it is the center of the domestic trade and industry of the West.

It is highly significant that the families of this progressive city prefer The Call-Bulletin above all other daily newspapers.

SAN FRANCISCO CALL-BULLETIN
REPRESENTED NATIONALLY BY
PAUL BLOCK and ASSOCIATES



EVER BEEN QUARANTINED?

A TOUGH BREAK—to be cooped up and forcibly put on the shelf for days at a time.

It gives you plenty of time, though, to realize how much you have to step out—to go places and do things—away from home.

Everyone is always headed somewhere. Certainly that's true in Detroit, where everything and everybody keeps moving.

That's why Outdoor Advertising gets read by 94 out of every 100 people in Detroit. *

Proof—on an independently conducted survey. We'll gladly answer inquiries on it.

**IN DETROIT—
NO ADVERTISING
PROGRAM IS COMPLETE
WITHOUT OUTDOOR**

WALKER & Co.

OUTDOOR ADVERTISING
88 CUSTER AVENUE DETROIT 2, MICHIGAN

Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

118—"New Management Patterns to Meet Tomorrow's Scramble for Sales," by Burton Bigelow. (Price 10c). (Reprints not available until Dec. 1).

117—"A Selected Reading List for Professional Salesmen," by James Bender. (Price 5c)

116—"Frame Your Compensation Plan to Encourage More Selective Selling," by Kevin J. Solon. (Price 5c)

115—"Fourteen Keys to the Building of Better Sales Presentations," by Harry Singer. (Price 5c)

114—"The Returning Veteran — Will He Make Sound Sales Timber?" by Philip J. Kelly. (Price 5c)

113—"How to Hold a Press Conference — A Primer for Management Men," by James W. Irwin. (Price 5c)

112—"Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men," by Robert N. McMurry. (Price 5c)

111—"Salesmen's Expenses Now Running Over 30% Higher Than Pre-War Level." (Price 5c)

110—"A Four-Pronged Plan for Recruiting The Post-War Selling Force," by Harold D. Laidley. (Price 5c)

109—"Legal Angles to Watch in Your Contracts with Sales Agents," by Leo T. Parker. (Price 5c)

108—"How to Keep Out of Hot Water in Writing Salesmen's Contracts," by Leo T. Parker. (Price 5c)

107—"The Job of the Sales Department." (A chart) (Price 5c)

106—"The Job of the Advertising Department." (A chart) (Price 5c)

105—"Nineteen Questions About Aptitude Testing." (Price 3c)

103—"A Time-Saver List of Sources for Maps for Sales Executives." (Price 10c)

100—"Five Practical Plans for Training Retail Salespeople," a reprint of five articles by James C. Cumming which have appeared recently in SALES MANAGEMENT. (Price 10c)

96—"New Market Measurements of the Western States," by Warwick S. Carpenter. (An interpretive analysis with post-war projection.) (Price 20c)

95—"GI Joe Asks 'Shall I Seek a Career in Selling After the War?'" by Burton Bigelow. (Price 5c)

"SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glasses, (4) Calls and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1.00. Single copies 25c ea. Sales Research Institute, 103 Park Ave., N.Y.C.

SALES MANAGEMENT

Toledo Tomorrow Is Closed After Thousands See Model

Project Given Recognition In U.S. And World

Inspection of Plan Made by National And International Leaders

Continued from First Page

Now is the planning picture in Toledo today. A total of 14 official and unofficial groups continue to take an important part in the Toledo Tomorrow project. The City-County Planning Commission continues to work on a master plan scheduled for release next month. The Metropolitan Planning Committee of the Chamber of Commerce, a citizen group, continues work on a master plan which they hope to complete by the end of the year to submit to the City Council.

Under auspices of the Central Business District Committee of the chamber and by vote of \$20,000 contributed by business men and property owners, New York engineers recently began a study of the city of the downtown section of Toledo. The consultants, Parsons, Brinckerhoff, Hogan & McDonald, will have a final report by the first of the year.

Report Due Oct. 15
An interim report from the consultants is to be made Oct. 15, an important reading of the federal interregional highway, which has been months here the subject of a major debate between planning engineers report of the State Highway Department are to be submitted to City Council for final recommendations.

The point of difference has been in whether the expressway—which is scheduled to be a depressed, divided lane freeway through congested areas of the city—should be located along 12th St. or along the river.

The delay has effectively handicapped Toledo in competing with other cities of Ohio to get urgent action of the state legislature.

Airport Now Unsettled
The airport question is yet unsettled. In the last few years five to eight sites have been considered for new airport expansion. There are three proposals from airlines and one from an oil company for improvement of the present field, now before City Council.

A special session of City Council is called for today to carry the airport discussion further and discuss possibility of federal aid.

No Funds Available
In a called session on public works recently councilmen were told of an anticipated deficit of approximately \$100,000 to the city's operating funds for the current year, and that \$100,000 worth of plans were ready on long-pending projects, with no funds available.

A volunteer citizens group in session Tuesday agreed that no official financing would be better than Council upon the New 6 bond proposal, which features a charter amendment to increase operating funds. Calling about for leadership for a last-minute campaign, the bill was passed in quick triplicate back to the Citizens Committee of Fourty, created to consider possibilities of delayed educational activity for the voters.

The committee, which made a detailed study of the city's fiscal problem, is to be held together today or tomorrow.



THEY SAW TOLEDO TOMORROW—THE JURY IN THE CASE FOR PLANNING THE CITY'S FUTURE. More than a third of the city's population—students, industrialists, business men and women, the clergy, public officials, family and organization groups, old and young—studied results of planning forethought.

every far-away spot of the globe, said: "On an empty pocketbook, Toledo draws the biggest crowds of all. Toledo is not just a picture today of Toledo Tomorrow." The story of the future city went over the ether through three national broadcasts and numerous local radio programs. Grove Patterson, editor of The Blade, told the national radio: "We dare to claim that the Toledo Tomorrow presentation is a picture of the future city with her eyes and daughters."

The center of visitors included national figures and sufficient representation for an international flavor. Governors of five states and city planners from eight states pondered problems of their cities in light of suggestions made by the Toledo plan.

A Bolivian architect, community planners from Mexico, a student from China, and visitors from Canada, England and Turkey studied the proposals for a modern American city.

Airplane Crashes
JACKSONVILLE, Fla., Oct. 11 (UPI)—A National Air Lines passenger plane, en route from New York to Miami with 13 passengers and three crew members aboard, crashed three miles south of the Banana River, Fla., naval air station at 2:35 a. m. today. No fatalities.

Act Today For Better City Is Theme Of Leaders Here

The consensus of Toledo's business, professional and industrial leaders is "action today for Toledo Tomorrow."

Highlights of their opinions as to the effect and the value of the exhibit are full recognition of publicity resulting from Toledo Tomorrow, the pressing need for a positive plan, the importance of educating Toledo's youth in city planning, and the urgency of tangible results of planning to encourage further programming. Their statements follow:

Rayon G. Martin, president of the Electric Auto-Lite Co.: "Toledo Tomorrow has fulfilled one major part of its objective—that of focusing the attention of the nation upon the city of Toledo. The remaining goal will only be reached when we command the minds of the nation."

Waldo Bowman, Rupp & Brown: "Toledo Tomorrow has given Toledo a goal—a long-range one, perhaps, but we certainly won't achieve anything unless we have a plan. In setting up an ideal, we have taken a step forward."

Judge John G. Curry, former mayor: "Everyone realizes that it would be a long time before such an act could be accomplished, and that tremendous expenditure would be involved—but, at the same time, Toledo makes the public realize the benefits of a master plan and with proper planning can result in a beautiful city."

Leon E. Foster, Toledo's first mayor: "Toledo has been of tremendous Toledo as an educational tool. It is to be commended for the exhibit understanding in making Toledo a better Toledo."

Rev. J. J. Warner, pastor of Presbyterian Church: "The youth of our city are the future of Toledo. They are the whole Toledo Tomorrow. It is not far from the young."

Dr. Philip C. Nash, president of the University of Toledo: "Toledo Tomorrow has been an excellent undertaking in making Toledo a better Toledo."

James V. Davidson, president of First Federal Savings & Loan Association: "Toledo Tomorrow has been an inspiration with its sound vision of the outstanding city Toledo may become in the years ahead. To make these ideas become realities, we must first put our finances on the right basis and tackle the job with a united front and unity of action. Toledo Tomorrow shows the way."

Arthur R. Cina, chairman City-County Planning Commission: "Toledo Tomorrow is a masterpiece because it shows us how Toledo can be developed into a good orderly community. Toledo Tomorrow is not only an inspiration—it is a challenge to us, citizens to start now to develop Toledo along a definite long-range master plan, an obligation we owe to youth who will take over the reins of our community. The good that will result from more than 30,000 school children viewing Toledo Tomorrow is immeasurable."

Lloyd E. Runkel, mayor: "Toledo Tomorrow—a vision and a revelation of what we can do if the citizens of Toledo show interest enough to demand its realization. The citizens must have the courage to look forward into the future and make the possibilities of such a program. The expenses incurred will pay back dividends in a city beautiful, a city progressive, a city worth while, a better industrial city, and a city worthy of our support."

J. M. Hoffer, president of Airway Electric Appliance Co.: "Toledo Tomorrow has been very helpful in arousing public interest in positive action. Early action should now be taken with respect to location of a new airport."

George N. Schaeffer, president of the Toledo Tomorrow Club: "Toledo Tomorrow has given us a new vision as to what Toledo might become. It has made us dissatisfied enough with things as they are that we will be spurred on to greater efforts in building a better city."

Rebel Shaw, president of the Business & Professional Women's Club: "Toledo Tomorrow has given us a new vision as to what Toledo might become. It has made us dissatisfied enough with things as they are that we will be spurred on to greater efforts in building a better city."

John D. Higgins, president, Lathrop-Overton Glass Co.: "Toledo Tomorrow has given us a new vision as to what Toledo might become. It has made us dissatisfied enough with things as they are that we will be spurred on to greater efforts in building a better city."

Warshaw Oct. 6 (Delayed) (UPI)
Disease Wipes Out Thousands of Poles
Each month 10,000 Poles die from tuberculosis, a recent survey showed. Whole villages have been wiped out, and the disease still is spreading. Out of a total population of 25,000,000, more than 1,200,000 cases were reported between last January and August alone.

Never Too Old to Learn
ROCHESTER, N. Y., Oct. 11 (UPI)—Mrs. Ada King, 81, decided she'd like to know something about philosophy. She enrolled at the University of Rochester, becoming

Singing N.Y. Cop Plans Opera Debut
NEW YORK, Oct. 11 (AP)—Jan Coman, 32, six-foot singing cop from Brooklyn, will make an operatic debut Sunday afternoon in the City Opera's production of "Cavalleria Rusticana."

Some 30 years ago a book was
The book was a collection of stories and poems, and it was a very popular one. It was a book that had been around for a long time, and it was a book that had been read by many people. It was a book that had been a part of the culture of the time, and it was a book that had been a part of the lives of many people.

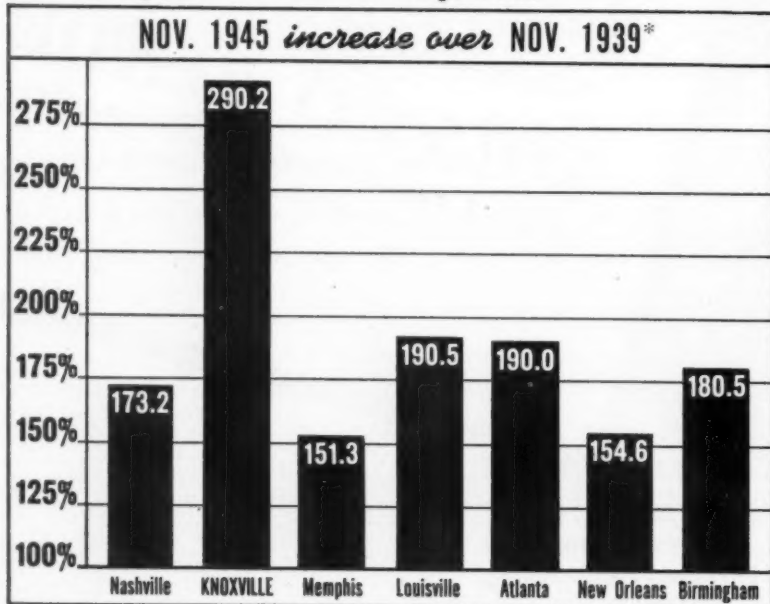
One of the Big 3

KNOXVILLE



Home of TVA (Electric Power) and Oak Ridge (Atomic Bomb) and ALCOA (Aluminum Industry). All these things have contributed to WNOXville's increased population and therefore increased purchasing power, as evidenced by the latest figures from 'Sales Management'.

Sales Management's figures for "Estimate of November 1945" gives Knoxville an increase of two hundred and ninety per cent, with November 1939 as a base of one hundred per cent. This makes Knoxville one of the Big Three, along with San Diego, California, and Wichita, Kansas. This makes Knoxville the leader in the South. Compare Knoxville's increase with Nashville, Memphis, Louisville, New Orleans, Birmingham, or Atlanta. Take advantage of this outstanding increase when you make your merchandising plans. Sell Knoxville through WNOX.



Above chart made according to Sales Management's figures on 'Retail Sales and Services - Forecast for November 1945'.

*Last Official Census Figures.

REPRESENTED BY
The BRANNAN Co.

wnox

• 10000 WATTS • 990 KC •

SCAPP'S RECORD RADIO Inc.
Affiliated with
THE KNOXVILLE NEWS-SENTINEL

New Orleans Mart To Aid Foreign Buyers

International Merchandise Mart, Inc., a civic non-profit enterprise, is being established in New Orleans for the display and sale of American goods to foreign buyers and to provide foreign manufacturers with a sales room for their products of interest to American buyers.

This mart, backed by top business men in New Orleans and the Mississippi valley, is being set up to work with International House, the U. S. Department of Commerce and with foreign trade representatives of large concerns now active in New Orleans.

"With the establishment of the International Mart, buyers and sellers will be directed in their visits to an efficient, concentrated marketing place," according to Herbert J. Schwartz, vice-president of the Mart Realty Co.

Combined show room and office space is to be rented to sellers for their permanent displays. In addition, the mart will provide space for special shows and seasonal displays.

The main building of the mart is five floors high. Total floor space is approximately 107,000 square feet. The building will be air conditioned.

DO YOU NEED A SALES MANAGER?

The responsibility of the sales manager is the organization and administration of a department to get and maintain an adequate and up-trending volume of sales.

The successful sales manager, post-war version, will create long-pull sales programs; will build a carefully selected and well-trained organization, tailored to your needs; will coordinate all distributive operations for best results. He will analyze your present products thoroughly, review fully the markets both active and potential, and examine all competitive operations and products.

To a dynamic organization, believing in team play and determined to succeed now, I offer personal characteristics especially suited for such responsibilities and excellent diversified experience in the electronic, appliance and component fields.

Box 2231, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

How Sylvania's Market Research Molded a New Package Pattern

The consumer has been limiting his purchase of light bulbs to two or three at a time. Now Sylvania's "Handy 5 Pack" promises to change that buying habit. Customers like the new compact package because it protects bulbs, dealers because it jacks up unit sale.

THE development of the "Handy 5 Pack," the revolutionary new package for incandescent bulbs which Sylvania Electric Products, Inc., New York City, will use in the future, is the direct result of consumer and dealer lighting studies. The "Handy 5 Pack" is a pulp container of sufficient body to protect the bulbs and molded to form a partition for each bulb.

Buying Habits Studied

The first lighting survey, which was a study of people's buying habits, revealed that the merchandising of electric light bulbs had been badly neglected. Consumers, it was disclosed, buy two or three bulbs at a time, mainly because there is nothing to encourage them to buy more, nor, up to the advent of the "Handy 5 Pack," was there any way in which bulbs could be stored safely and conveniently. The study also disclosed unsuspected sales potentials. Although half the wired homes in the country have empty sockets, there are only three spare bulbs in the average home, stored precariously in closets or cupboards, on shelves, or in drawers.

Another of the survey results which influenced design of the new package was the discovery that people like to buy bulbs in grocery stores. However, the volume of residential bulb sales is made in units so small that they represents little profit to the dealer. Bearing these findings in mind Sylvania Electric had designers make up trial packages containing five bulbs, a number decided upon in order to keep the price at 50c, a satisfactory unit price.

The first indication of rapid consumer acceptance of the new package came during a six-weeks' test in selected retail stores (from small independent groceries to super markets) throughout New England. Because the company wanted to watch sales under as near normal conditions as possible, the five packs were put in the stores without advertising or extraordinary sales push by Sylvania or the dealers.

Results of the tests showed:

1. That in all income groups, 64% of the customers preferred the new container, 29% liked the old package,

and 7% would take the bulbs either way.

2. That a sealed carton, if accompanied by a guarantee, is acceptable to four out of five people.

3. Sales of incandescent bulbs doubled when the "Handy 5 Pack" was put in the stores. Where the new package was displayed, each purchaser bought five bulbs, meaning a 50c sale for the grocer, rather than a 20c or 30c sale.

Although actual tests were run only in grocery stores, the "Handy 5 Pack" was shown to both grocers and druggists. Without a sales talk of any kind, over half the grocers and nearly half of the druggists interviewed said they would stock the sealed five pack.

The tests also told the researchers how the package should be made up. When given a choice between a container of bulbs all of one wattage, or allowing the customer to make a selection of different sizes, the vote was decidedly in favor of one wattage. Comparatively few suggested a mixed pack.

The majority of the consumers in favor of the five pack liked it because it protects the bulbs and keeps them from slipping out or rubbing against each other. Others liked it because it is a flat easy-to-store package which keeps the bulbs together, is not bulky and permits them to have a few extra bulbs on hand.

Dealers based their preference for the five pack on:

1. Better protection for bulbs
2. Increase in bulb sales
3. Easier handling
4. Better display
5. Space saving
6. No wrapping

The records of average weekly sales in 25 grocery stores (in Worcester, Mass., Danbury, Conn., and Long Island, N. Y.) of Sylvania's five pack and competitive loose pack lamps revealed the following:

12 grocery stores with competition:
Before installation of five pack display: 243 sales of competitive bulbs
After installation of five pack display: 186 sales of competitive bulbs
396 sales of Sylvania five pack bulbs

12 grocery stores, no competition:
Five pack sales: 689 of Sylvania five pack bulbs.

Surprisingly enough—in the matter of "sales language" the survey also revealed that the industry as a whole might do well to heed the fact that while the majority of lighting advertisements use the term "lamps," 95% of the consumers and dealers insist upon using the term "bulbs."



A SIX-WEEK TEST IN GROCERY STORES proved that three women out of four will buy five bulbs at a time. It also revealed that the sealed carton is not a sales deterrent.

Media & Agency News

Radio

CBS is announcing a batch of important new appointments, covering many fields of its activities. Guy della Cioppa has returned after more than two years overseas war service and



GUY DELLA-CIOPPA, assistant to the president of C.B.S.

will be assistant to the president of the network. Named as Magazine Division manager is Dorothy M. Lefler, and heading up the commercial program development as its director is Douglas Coulter, a vice-president. Davidson Taylor is appointed as the network's director of programs. In radio sales three important changes are announced: Herbert A. Carlborg is named as Eastern sales manager and



HERBERT A. CARLBORG, who's Eastern sales manager, Columbia Broadcasting

J. L. Van Volkenburg is the new general sales manager; Wilbur Edwards is the Western sales manager with headquarters in Chicago. The new general manager of KMOX, a CBS outlet, is Wendell B. Campbell. Frank B. Falknor has been named assistant to the vice-president of CBS's Western Division.



FRANK B. FALKNOR, who is assistant to the vice-president, Western Division of C.B.S.



WILBUR EDWARDS, Western sales manager of C.B.S. in the Chicago office.

J. L. VAN VOLKENBURG, named new general sales manager for the C.B.S.



WENDELL B. CAMPBELL, general manager of KMOX, a Columbia outlet.

The NAB announces the appointment of J. Allen Brown, general manager of WFOY, St. Augustine, as assistant director of Broadcast Advertising Division. . . . Mark Woods,



MARK WOODS, member of Board of Governors of the Cooperative Analysis of Broadcasting.

president, American Broadcasting Co., has been elected a member of the Board of Governors, Cooperative Analysis of Broadcasting. . . . Lt. Com. Kenneth W. Stowman is joining the staff of WFIL as assistant to the president. . . . At WTOP, Washington, D. C., Hazel K. Markel has been named director of education and public service. . . .

Business Papers

Louis Bruchiss is named editor of *Air Tech.* . . . W. W. Andrews is

appointed Michigan regional director of advertising for *Automobile Topics*. . . . *The Engineers' Digest* announces the opening of a European editorial office in Prague. . . . *Chain Store Age* announces the appointment of Martin V. Merritt as assistant to the editorial director. . . . Stuart B. Tinsley has returned from the Navy and is managing editor of *American Exporter*, the post he held before his service with the Armed Forces.

* * *

A new magazine publishing firm, Telecasting Publications, Inc., has been announced by Martin Codel, its president. . . . Norman H. Meiners has been named advertising director of H. L. Peace Publications, with headquarters in New Orleans. . . . Norman J. Greer is the advertising manager of *Cosmetic and Drug Review*, Fawcett's newest publication which will be published weekly.

Agencies

Thomas J. Deegan, Jr., director of public information of American Airlines, Inc., has resigned from that post to affiliate with Abbott Kimball Co., Inc., as a vice-president. He will be in charge of the agency's public relations and publicity activities. . . . At John A. Cairns & Co., James C. Cumming and John N. Jackson, for nearly three years members of the executive staff, have been named as partners in the agency. J. H. Lang, Jr., has affiliated with Cairns as head of the Plans Board, having left the Grey Advertising Agency where he was a vice-president. . . . Lt. Com. Donald B. Hamilton is returning to McCann-Erickson, Inc., as an account executive. . . . M. E. Carlock was recently elected



M. E. CARLOCK, recently elected a vice-president, Benton & Bowles, Inc.

a vice-president of Benton & Bowles, Inc. . . . J. Stuart Nelson is appointed to the newly created post of general manager, Needham, Louis, & Brorby, Inc.

* * *

Clifford (Cy) Young, for ten years on the advertising staff of Butler Brothers, has joined Hill Advertising, Inc., as account executive. He will act as merchandising consultant for the agency's drug and department store

SALES MANAGEMENT

new magazine

THE DEMAND . . . Astonishment of the millions at the war accomplishments of science has swelled and changed into an avid interest to know more—and, beyond that, to find out how new discoveries, materials, methods, products are changing our lives. The demand is for a new magazine whose single aim is to report and interpret this new world . . . with authority, clarity, imagination.

THE ANSWER . . . SCIENCE ILLUSTRATED



THIS NEW MAGAZINE will be fast, fascinating reading. Pictures . . . Color . . . lavish amounts of both. Edited by an accomplished staff headed by Dr. Gerald Wendt as editorial director, Harley Magee as editor, and Dexter Masters as editorial consultant; with the full resources of McGraw-Hill at their command. SCIENCE ILLUSTRATED is broad in conception, the extent of its subject is limitless, the place it will occupy in the lives of its readers is ready and waiting.

SCIENCE ILLUSTRATED is coming in April. Advertising rates are based on an initial guarantee of a quarter million, despite the fact that the first print order will be twice that. At the onset, its distribution will be predominately newsstand—it will find for itself an audience of alert, intelligent, inquisitive, demanding people who will have so great an influence on the buying of tomorrow.

Call in a representative of SCIENCE ILLUSTRATED, 330 W. 42nd St., New York. A McGraw-Hill publication, with offices also in Boston, Philadelphia, Cleveland, Pittsburgh, Detroit, Chicago, Atlanta, St. Louis, Los Angeles, San Francisco.

COMING IN APRIL!

Science
ILLUSTRATED

A McGraw-Hill Publication

accounts. . . . Captain Daniel M. Daley, Jr., after more than three years in the Army, has returned to Lennen & Mitchell, Inc., in an executive capacity. . . . Don Leopold is associated with Gray & Rogers, in Philadelphia, as an account executive. . . . The name of the W. L. Black Advertising Agency has been changed to Ivan B. Romig Agency. Mr. Romig is the former publisher of *Sports Afield*. . . . Robert Haydon Jones has been elected to the partnership of Alley & Richards Co. . . . Winthrop Hoyt has



WINTHROP HOYT is returning soon to Charles W. Hoyt Co., Inc., as chairman of board.

returned to Charles W. Hoyt Co., Inc., after more than three years in the Army Air Corps., and will occupy the newly created position of chairman of the board.

Accounts . . . Carrier Corporation, Syracuse, to N. W. Ayer & Son, Inc. . . . Dorothy Gray, Ltd., to Federal Advertising Agency, Inc. . . . TACA Airways Agency, Inc., representing seven affiliated and associated airlines in Central and South America, to Royal & De Guzman. . . . Audio Devices, Inc., to Hill Advertising, Inc. . . . Kraft Foods Co., to Dancer-Fitzgerald-Sample for two new products to be marketed soon. . . . International Vitamin Corp., Clopay Corp., to Ralph H. Jones Co. . . . Connecticut Telephone and Electric Division and Virginia Rubatex Division to Maxon, Inc. . . . Shenandoah Life Insurance Co., Inc., Roanoke, Va., to C. N. Snead Advertising Agency.

Magazines

Fawcett Publications, Inc., announces the reappointment of Allan M. Adams to the Fawcett Distributing Corp., in the capacity of circulation



ELIZABETH SWEENEY, who will now devote her time to household equipment at *McCall's Magazine*.

manager, after a three-year absence, most of which was spent as a Lieutenant in the U. S. Navy. . . . The Art Director's Club of Philadelphia recently presented its annual award for 1944 to the editors of the *Ladies Home Journal*. The certificate is awarded to the best designed magazine of the year.

Newspapers

Queing for newspapers was a common sight to every Yank in London during the war. To New York's hurried millions, accustomed to plenty for sale everywhere, it was a distinctly novel sensation to stand in lines, sometimes for hours, to buy their favorite daily during the 17-day deliveryman's strike last July.

Not only did New Yorkers "que up" but they did their line standing at the newspaper plants, the only sales stands open, to buy more than 10,-

000,000 copies individually over the counter in those 17 strike-bound days.

The story of these history making crowds is tersely told in a new 17-minute sound, colored movie taken during the strike by the Sales Presentation Department of the New York *Daily News* and now ready for showing to sales and advertising executives throughout the country. Directed and narrated by Herbert M. Steele, head of the *Daily News'* Presentation Department, the movie gives equal attention to the story of each of New York's dailies during the strike.

* * *

Stanley Syman has been named advertising director of *The Home News* (Bronx, New York City) . . . Carlin S. French, for the past six years the owner-manager of WTMV, East St. Louis, Ill., has been appointed advertising director of the *Saturday Home Magazine* and *Comic Pictorial*, distributed with the *New York Journal-American* and *Chicago Herald-American*. . . . Lt. Loring C. Merwin is returning to his duties, after service with the Navy, as publisher of the *Daily Pantagraph*, Bloomington, Ill. . . . Philip Kruidenier has returned to the *Minneapolis Star-Journal and Tribune* as assistant to John Cowles. . . . Commander Douglas S. Cleveland, U.S.N.R., has returned, after three years service with the Navy, to the advertising staff of *The New York Times*.

Transportation Study

The Advertising Research Foundation will make a study of transportation advertising in Chicago, beginning next April. The advertisements will be measured throughout the month of April and the study will be the most prodigious of the second-year roster of the Continuing Study of Transportation Advertising.

Outdoor Advertising

Lt. Milburn McCarty, Jr., recently relieved from active duty in the Ma-



MILBURN MCCARTY, JR. is elected a vice-president at Douglas Leigh, Inc.

rines, has joined Douglas Leigh, Inc., as a vice-president.

SALES MANAGEMENT

ST. JOSEPH MISSOURI FARM MARKET

SIX GLASSES OF MILK FOR EVERY MAN WOMAN AND CHILD IN THE UNITED STATES

PRODUCED YEAR-AROUND IN ST. JOSEPH MO. FARM TERRITORY

MISSOURI'S 3rd MARKET

ST. JOSEPH NEWS-PRESS
St. Joseph Gazette

KELLY SMITH CO. *** NATIONAL REPRESENTATIVES

ELECTRICAL SALESMAN—To learn industrial selling; 27; 5 years college physics; 3 years electronic research; college training in applied psychology, advertising, selling, and speech; pleasing appearance, able to get along with people. Write Box 2230, Sales Management, 386 Fourth Ave., New York 16, N. Y.



Grateful Advertiser

Editor, SALES MANAGEMENT:

I am enclosing, herewith, a letter that I have just sent to 687 advertising managers of daily newspapers in which NORITO is being advertised every week of the year.

I just thought that it was possible you might be interested in knowing that there are some advertisers who are grateful for the fine cooperation of newspapers.

The letter has only been out since Monday and I have already received 32 acknowledgments of appreciation from the advertising managers.

I, personally, cannot understand why national advertisers are not more appreciative of the fine work that is being done by the publications.

I. R. F. SPIEGEL
The Norito Co.
Chicago

(Mr. Spiegel's letter is reprinted below.
—THE EDITORS.)

Thanks to You at This Thanksgiving Time
Dear Advertising Director:

This Thanksgiving—more than ever—we have much for which to be thankful. Our Armed Forces (and those of our Allies) so ably supported by millions on the home front have crushed the evil spirit of despotism and tyranny. There is new light. Freedom reigns again. We look forward to a better and happier world in which to live. Yes, we can all be thankful, as never before.

During these trying times most business people as you know, have had their troubles. Shortage of help—shortage of materials—were all too common. The newsprint shortage, coupled with peak demands by subscribers and advertisers, gave you newspaper publishers plenty of headaches. Satisfying everyone was an almost impossible task. Despite the terrific handicap, you came through with flying colors. I say you did a truly wonderful job.

Your treatment of NORITO was perfectly outstanding. Out of 3,652 insertions per month less than one-half of one percent were omitted because of the newsprint shortage. You can't beat that record for newspaper cooperation.

So at this time—I just want to say Thanks and Thanks and Thanks again for the really great service you have given NORITO during these days of space shortage. More power to you. And Happy Thanksgiving!

No First

Editor, SALES MANAGEMENT:

I have just gotten around to reading the October 1st issue of SALES MANAGEMENT and discovered on Page 79 the sentence, "In a recent advertisement headed 'How to Keep a Serviceman Happy' Dorothy Lamour (the first time a woman has been used in a razor blade advertisement) speaks

for Personna."

May I take slight issue with the statement that this is the first time a woman has been used in a razor advertisement? Gem Blades have used women since 'way back! In fact, one of the early Gem advertisements on "5 o'clock shadow" had the headline, "If I Were A Man," and discussed razor blades from the woman's point of view. Another Gem ad of many years ago showed an irate young lady saying, "You shave again, or I don't go!"

Remember?

JULES B. SINGER
Federal Advertising
Agency, Inc.
New York City

(By now every editor with more than two weeks' experience ought to know the hazards that lie awaiting him whenever he calls anything a "first"—or allows anyone else to do so. All proper credits to Gem.
—THE EDITORS.)

Fugitive Credit Line

Editor, SALES MANAGEMENT:

Re: Comprehensive Fabrics, Inc. (Koroseal Spread in October 15 SALES MANAGEMENT) At the risk of having you call me a severe critic, I am inquiring as to why The Progressive Farmer was not identified as the source for the suggested use of Koroseal as shown in the kitchenette illustration at the upper right in the spread appearing on pages 38 and 39 of the October 15 SALES MANAGEMENT.

Presumably the material furnished SALES MANAGEMENT for this spread did not identify The Progressive Farmer as the source of the suggestion referred to.

I have before me a photographic release of Comprehensive Fabrics, Inc., dated October 12, 1945, which credits The Progressive Farmer editors with contributing the suggestion that Koroseal be used as pictured in this kitchenette illustration; and The Progressive Farmer is also given credit in the Koroseal booklet entitled "Editorial Inspirations in Koroseal."

Maybe we'll have to register a kick with Comprehensive Fabrics, Inc.!

FOWLER DUGGER
Vice-President and
Advertising Manager
The Progressive Farmer
Birmingham, Ala.

(The discipline of the deadline will have to take the rap for SM's failure to give credit to The Progressive Farmer for its contribution to Koroseal. Not all credit lines were furnished and it was impossible to run all of them down in the sixty minutes available before closing. — THE EDITORS.)

Bowes on Salesmanship

Editor, SALES MANAGEMENT:

We want to thank whoever wrote the

splendid editorial on the late Mr. Bowes and his "Basic Principles of Salesmanship" in your column, *The Human Side*. It is so simply and warmly written that it is the nicest tribute we can imagine. Incidentally, not only was the booklet his "last writing job," but it was finished and sent to the typographer just the day before he died.

Just to show how many readers you have, even before we had a chance to open our copy we began receiving letters referring to the SALES MANAGEMENT article, and our whole organization was surprised and thrilled when we found your editorial. We particularly liked your choice of quotations, too.

Thanks a million.

DAVID A. HENDERSON
Advertising Manager
Bowes Seal Fast Corp.
Indianapolis, Ind.

Hands Across the Sea

Editor, SALES MANAGEMENT:

We are pleased to inform you that we are one of your regular subscribers and readers. Your magazine is indeed indispensable to any concern having progressive views. Every volume has some message to convey to the sales executive.

While going through the magazine, we found some time ago columns devoted to the services of your readers. The service you have been rendering has encouraged us to request you to put us in touch with the leading associations of sales managers so that our sales executives may enroll themselves as members thereof and profit thereby.

Chemo-Pharma Laboratories, Ltd.
Bombay, India

(Our far-off admirers in India have been referred to headquarters of the National Federation of Sales Executives. Maybe the N.F.S.E. is on the way to Eastern Hemisphere chapters?—THE EDITORS.)

Problem

Editor, SALES MANAGEMENT:

When sales managers get together nowadays many subjects which have been forgotten during the war are discussed. One such subject I have discussed recently with several different people is what the company policy should be when a salesman dies while working a territory.

Do you have any information on the policies of various companies in this regard? Do any of the companies make a lump sum payment to the widow or survivors? This payment would probably be dependent upon the length of service, success on the job, etc. I am not considering company insurance when I am talking about this payment.

Another question is the subject of the final accounting on any expense advance a salesman may have had. Let us say a salesman has a \$150 weekly advance, which is supposed to last him approximately two weeks. What would be the procedures of most companies if the man passed away while on the territory, having unaccounted-for expense advances?

If you have any interesting information, I would certainly appreciate getting it. . .

Connecticut Sales Manager

(SM has never gathered any information on this point, but the problem must come up in every company. Do any of our subscribers have well defined policies they'd be willing to describe?—THE EDITORS.)

P-C Airlines Speeds Up Passenger Ticket Sales

PENNSYLVANIA-Central Airlines has streamlined and speeded up its ticket sales with the development of a simplified airline ticket and an autographic ticket register which save air travelers as much as 14 minutes in ticket purchasing time, and save the company an estimated \$60,000 annually on general office and station ticketing operations.

According to company officials, PCA is using the time-saving ticket

and ticket machine to facilitate mass travel operations resulting from low fares and in anticipation of inaugurating four-engine equipment operation which will more than double the passenger load capacity.

By use of a single ticket with carbon copies, PCA has outmoded the old-fashioned long and unwieldy travel manifest, and has abolished 78 ticket forms which previously have been used. With the development of the new machine, built for PCA by the Standard Register Co., company reservationists can now prepare a



SPEED: PCA's simplified ticket and autographic ticket register saves travelers as much as 14 minutes' purchasing time. (below) PCA Hostess Colleen O'Connor compares it with old mile-long manifest.



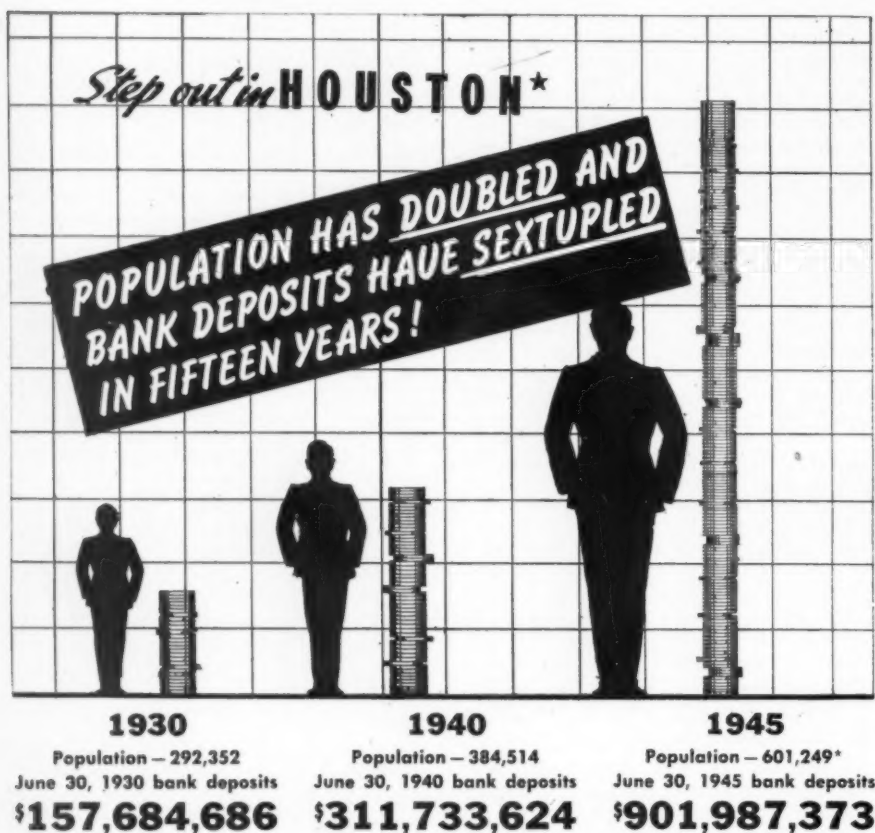
ticket for use on its system or other connecting airlines in as short a time as 10 seconds. Previously, ticket issuance took from 5 to 15 minutes.

The new airline ticket was conceived more than a year ago by Paul Freed, PCA's supervisor of ticket counter procedures. Working with him to develop the ticket were PCA Assistant Treasurer Robert Wright and Russell Harrell of the airline's Treasury Department.

The single ticket comprises carbon copies which are made automatically in one step as the ticket is prepared for the passenger. The use of carbons eliminates the former procedure of writing necessary information on the various separate coupons. The continuous strip auditor's copy remains locked in the machine, to be removed at the end of the day and sent to the revenue department as the ticket report.

In addition to the thousands of man-hours saved and the convenience to passengers, PCA has estimated that use of the simple ticket and autographic register will save more than \$5,000 a month in ticketing operation costs. Actual operation time in ticketing is reduced an average of 30% in each operation, it is estimated.

SALES MANAGEMENT



* U. S. Government Census 1943 (estimate — civilian) metropolitan area.

HOUSTON—one of the fastest growing markets in the country—has more than doubled its population in the past fifteen years. Today Houston is by far the largest city in the South. Bank deposits—deposits which have a habit of steadily increasing throughout the years—are a good indication of the stable growth and development of a market. Houston bank deposits

have doubled—not once, not twice, but *three times*—in the past fifteen years. A population now twice as big has bank deposits six times as big as was the case fifteen years ago. Yes, Houston has “money in the bank” and is ready and able to buy your wares. And remember, the Houston Market is sold when your story is told in *The Chronicle*.

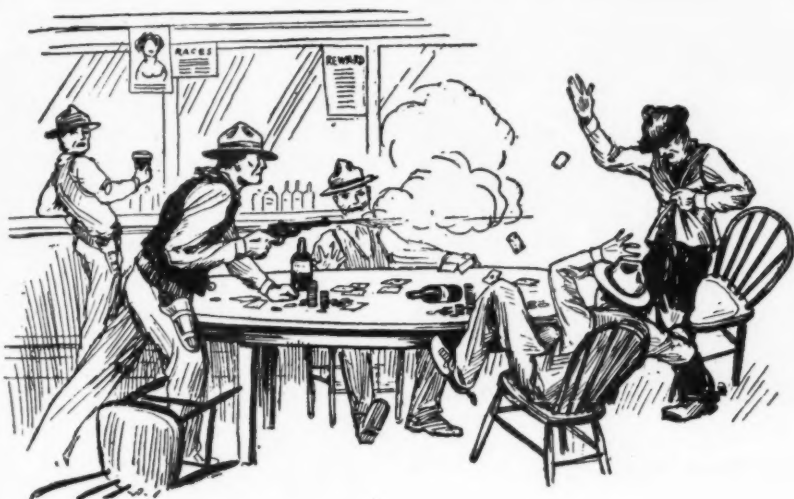
★ Many advertisers have found that *The Houston Chronicle alone* can do the job for them in this rich and responsive market, because *The Chronicle* has 144.5 per cent more daily exclusive coverage in the city than any other Houston newspaper.

**The Houston Market is sold
when your story is told
... in The Chronicle**

**THE HOUSTON
CHRONICLE**

R. W. McCARTHY THE BRANHAM COMPANY
National Advertising Manager National Representatives

First In CIRCULATION and ADVERTISING for the 32nd CONSECUTIVE YEAR



"WHAT DID YOU SHOOT HIM FOR?"

Inquired the Coroner in a Texas Inquest.

"WELL, SUH," drawled Texas Pete, "he got kinda excited when I laid down fo' aces and called me some names I don't take from no strangers on two hours' acquaintance.

That, too, is why salesmen often lose the very customer they have made the greatest effort to please. They over do it. They overstep the boundary dividing friendliness from familiarity.

That is one of many old selling faults and quite a few new ones have been added during the past four years.

Also there has been but little need for any of the old fashioned selling and the salesmanship "know how" has, in consequence, had a chance to become somewhat rusty.

To illustrate: Planning for calls is a "tool" that has lain idle for a long time and one that will be very much needed under competitive conditions; the approach and demonstration "tools" are others that may need sharpening.

To be refreshed on these can prove highly beneficial to even the most experienced salesmen.

JOSEPH LUCHS & STAFF Salesmanship counsellors since 1919 to the country's foremost industries has designed a novel program that will aid you to REFRESH and REVITALIZE your selling organization. Write for information. P. O. Box 5266, Philadelphia 26, Pa.

JOSEPH LUCHS & STAFF

Originators of
"SELLING TOOLS"

Philadelphia

New York

Because of the great current demand for our

"SELLING TOOLS"

We are interested in additional representation

Sales Executives

Who can build their own state-wide organizations will find this a most unusual opportunity.

A few States are still Open.

We have designed "SELLING TOOLS"

Training Programs for:

Salesmen in Industries

**Salesmen in Retail
Stores**

**Salesmen in Route
Selling**

**Salesmen in Hotels and
Restaurants.**

Our list of users looks like the listing of "Who is who in American Industry."

Sales Management High-Spot Cities

Retail Sales and Services for December, 1945

1945 will ring up the biggest year—and biggest Christmas—in the nation's retail sales and services history. The year's total of retail sales alone will be around \$73.5 billion, an increase of 6% over last year.

Comparisons with 1939 are strikingly good, with the national average for December being 73.8% higher for retail goods and services than December, 1939.

The cities which enjoyed a great war-time growth have cooled off a bit, as was to be expected, but many of them continue to lead the nation when compared with 1939, the last "normal" year. The 15 cities leading in "city index" are: Wichita, Kan. 361.2; San Diego, Calif. 340.1; Honolulu, Hawaii 315.1; Knoxville, Tenn. 289.2; Portsmouth, Va. 286.0; Oakland, Calif. 280.3; San Jose, Calif. 259.4; Topeka, Kan. 255.5; Tacoma, Wash. 255.3; Chester, Pa. 249.5; Evansville, Ind. 236.2; Seattle, Wash. 235.0; Akron, Ohio 234.6; Mobile, Ala. 234.1; Lansing, Mich. 227.5.



SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the

Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar

Suggested Uses for This Index

- Special advertising and promotion drives in spot cities.
- A guide for your branch and district managers.
- Revising sales quotas.
- Basis of letters for stimulating salesmen and forestalling their alibis.
- Checking actual performance against potentials.
- Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES (SM Forecast for December, 1945)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	173.8	100.0	\$8350.00

Alabama

★ Mobile	234.1	134.7	10.35
★ Birmingham	179.5	103.3	26.00
Montgomery	138.0	79.4	5.81

SALES MANAGEMENT

\$11,000,000,000 WORTH OF PULLING POWER



Some newspapers *reach* their readers, while others constantly *influence* them . . . set up a frame of mind, by public service and expert editing, that is responsive to appeals published in their columns. The latter condition adds a plus appeal to your copy.

The now famous "Courtesy and Cooperation" campaign typifies the Nassau Daily Review-Star's public service. The campaign was acclaimed locally, nationally . . . drew inquiries from more than a hundred newspapers . . . fathered similar campaigns from coast to coast . . . was palpable in the tone, copy, layout of advertisements in newspapers and trade magazines.

Samuel J. Cohen, Director of Retail Stores Section of the War Finance Division asked this newspaper to adapt the campaign to the \$11,000,000,000-Victory Bond Drive, explaining: "The spirit of Courtesy and Cooperation which you have helped so many communities, as well as your own, to cultivate so successfully, can be an important factor in helping to divert money to investment in Victory Bonds . . ." Our response, with Mr. Cohen's acknowledgment, appears on the opposite page.

The point is this: the "Courtesy and Cooperation" Campaign and our contribution to the Bond Drive are

Washington, D. C.,
October 22, 1945.

Dear Mr. Stiles:

The War Finance Division of the U. S. Treasury Department is deeply indebted to you for your dynamic support of the Victory Loan in the brilliant Courtesy Campaign sponsored by your paper.

The copy meets the issues squarely and brings home to the reader the importance of investing in Victory Bonds . . . The sincerity of the copy registers at once and I am sure that these ads will result in extra bond sales, not only in your city but in the other cities where newspapers are receiving the service free because of your patriotism.

Sincerely yours,

Samuel J. Cohen

Director, Retail Stores Section
War Finance Division
Chairman, War Finance Committee

not special efforts, but part and parcel of the *everyday* thought processes by which we strive to make the Nassau Daily Review-Star always a better newspaper. No newspaper gets under the skin of 40,000 families in the rich Hempstead Town market like the Nassau Daily Review-Star.

Nassau Daily Review-Star
LONG ISLAND'S GREATEST NEWSPAPER

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

National Representatives: LORENZEN & THOMPSON, Inc.

New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta

DECEMBER 1, 1945

[191]

The boys and girls are coming back!

—And our APO and FPO mail count is dropping, of course, but—

Home-delivered circulation is rapidly increasing, to more than balance off the overseas mail loss.

Coverage of ABC city zone, according to our monthly circulation breakdown (11/9/45), exceeds 100%. City zone net paid was 14,742, compared with occupied dwelling units of 14,713 (1940 census).

This home-delivered increase comes despite a housing situation that has the city fathers seriously worried. Woonsocket reads and trusts The Woonsocket Call—news, editorials, advertisements.

For a copy of this monthly circulation breakdown, ask either Gilman, Nicoll & Ruthman or

THE WOONSOCKET CALL

No current rationing of national advertising

JUST OUT

"Ale With a \$2,000,000 Flavor"

See the current issue of our promotion piece, *Food News* for the picture story of how \$2,000,000 worth of equipment is used in a modern brewery. (Over \$7,000,000 is invested in the brewing industry.)

* * *

This is just one branch of America's largest industry—food processing. *Food Industries* magazine reaches the 12,000 plants that process 85% of the nation's food.

* * *

You should know this vast market. The pictured tours through typical food plants we are running in *Food News* will show you your equipment and your competitors' at work in them. They may show you new sales opportunities now. Send for your copy, today.

FOOD INDUSTRIES

ABC A McGraw-Hill Publication ABP
330 W. 42nd St. New York 18, N.Y.

Sales Management High-Spot Cities

(Continued from page 190)

RETAIL SALES AND SERVICES (SM Forecast for December, 1945)

	City Index	Nat'l Index	\$ Millions
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Arizona

★ Tucson	222.5	128.1	6.42
★ Phoenix	206.2	118.6	11.23

Arkansas

Fort Smith ..	169.6	97.6	4.46
Little Rock ...	165.3	95.1	12.30

California

★ San Diego	340.1	195.7	27.50
★ Oakland	280.3	161.3	49.63
★ San Jose	259.4	149.3	11.00
★ Long Beach ..	211.3	121.6	25.00
★ Stockton	200.5	115.1	3.46
★ Berkeley	198.2	114.0	7.50
★ Fresno	197.4	113.6	10.40
★ San Bernardino	196.6	113.1	5.60
★ Los Angeles ..	195.0	112.2	171.10
★ Pasadena	174.5	100.4	10.27
San Francisco ..	168.7	97.1	58.70
Santa Ana	156.8	90.2	5.05
Santa Barbara ..	143.0	82.3	7.03
Sacramento	132.2	76.1	10.91

Colorado

★ Denver	174.3	100.3	36.00
Pueblo	173.5	99.8	4.00
Colorado Springs	168.5	96.9	4.25

Connecticut

Hartford	167.5	96.4	23.00
Bridgeport ...	154.3	88.8	16.95
Waterbury ...	153.2	88.1	9.11
Stamford	148.4	85.4	6.70
New Haven ...	146.0	84.0	18.35

Delaware

Wilmington ..	157.6	90.7	17.15
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District of Columbia

Washington ..	160.9	92.6	91.60
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Florida

★ Miami	220.6	127.0	30.53
★ Tampa	220.3	126.8	8.90
★ Jacksonville ..	182.4	104.9	11.75

Georgia

★ Savannah	223.0	128.3	8.22
★ Macon	213.3	122.7	5.91
★ Columbus	200.5	115.4	4.85
★ Atlanta	189.7	109.1	40.50
Albany	163.6	94.1	7.73
Augusta	150.1	86.4	5.45

Hawaii

★ Honolulu	315.1	181.3	50.00
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Idaho

★ Boise	187.2	107.7	5.47
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Illinois

★ Rockford	195.2	112.3	9.00
★ Peoria	181.3	104.3	13.20
Chicago	166.4	95.7	225.30

RETAIL SALES AND SERVICES (SM Forecast for December 1945)

	City Index	Nat'l Index	\$ Millions
Illinois (Cont'd)			
East St. Louis.	162.8	93.7	5.50
Springfield ...	147.0	84.6	6.12
Moline-Rock Is-			
land-E.Moline ..	135.2	77.8	7.20

Indiana

★ Evansville	236.2	135.9	11.50
★ Fort Wayne ...	180.6	103.9	12.00
Gary	165.4	95.2	9.10
Indianapolis ..	164.1	94.4	37.13
South Bend ...	162.2	93.3	10.30
Terre Haute ...	157.5	90.6	7.08

Iowa

★ Sioux City ...	177.3	102.0	7.10
Des Moines ...	165.6	95.3	16.00
Cedar Rapids ...	158.7	91.3	7.00
Davenport ...	154.4	88.8	6.25

Kansas

★ Wichita	361.2	207.8	18.50
★ Topeka	255.5	147.0	7.50
★ Kansas City ...	184.1	105.9	11.53

Kentucky

★ Louisville	189.6	109.1	31.00
Lexington	154.8	89.1	6.18

Louisiana

New Orleans ...	153.7	88.4	31.50
Shreveport ...	144.8	83.3	8.75

Maine

Bangor	157.6	90.7	4.15
Portland	151.2	87.0	8.70

Maryland

★ Baltimore	180.2	103.7	84.25
Cumberland ...	140.6	80.9	6.50

Massachusetts

New Bedford ...	159.0	91.5	7.85
Holyoke	158.3	91.1	4.16
Worcester	153.7	88.4	16.27
Springfield ...	152.5	87.7	16.45
Fall River	147.0	84.6	7.35
Lowell	145.6	83.8	7.07
Boston	138.7	79.8	77.93

Michigan

★ Lansing	227.5	130.9	12.63
★ Jackson	226.7	130.4	7.04
★ Detroit	203.2	116.9	160.00
★ Battle Creek ...	178.2	102.5	6.00
★ Kalamazoo ...	175.1	100.7	9.11
Grand Rapids ...	154.5	88.9	17.50
Flint	154.3	88.8	16.85
Bay City	149.4	86.0	5.62
Saginaw	147.3	84.8	8.18
Muskegon	143.2	82.4	5.40

Minnesota

Minneapolis ...	161.2	92.7	60.90
St. Paul	159.5	91.8	30.15
Duluth	145.7	83.8	8.35

Mississippi

★ Jackson	179.3	103.2	7.60
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Missouri

★ Springfield ...	186.7	107.4	5.45
★ Kansas City ...	177.5	102.1	42.50
St. Joseph	169.0	97.2	4.85
St. Louis	145.4	83.7	67.00

Montana

Billings	163.8	94.2	4.62
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SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for December, 1945)

	City Index	City Nat'l Index	\$ Millions
Nebraska			
★ Omaha	186.0	107.0	19.70
Lincoln	140.4	80.8	7.20
Nevada			
★ Reno	182.0	104.7	5.18
New Hampshire			
Manchester	133.6	76.9	6.32
New Jersey			
★ Paterson	188.7	108.6	19.55
Passaic	163.3	94.0	8.20
Newark	159.6	91.8	51.50
Camden	146.7	84.4	10.75
Trenton	122.3	70.4	11.47
Jersey City-Hoboken	114.4	65.8	25.85
New Mexico			
★ Albuquerque	185.2	106.6	4.65
New York			
★ Elmira	199.6	114.8	5.07
Hempstead			
Twsp.	171.4	98.6	25.00
Schenectady	168.5	97.0	8.65
Niagara Falls	166.3	95.7	6.53
Binghamton	160.9	92.6	8.50
New York	159.6	91.8	515.00
Rochester	159.0	91.5	28.10
Jamestown	153.7	88.4	3.00
Buffalo	143.8	82.7	39.25
Syracuse	135.5	78.0	17.20
Troy	135.3	77.8	4.73
Utica	125.1	72.0	7.45
Albany	125.0	71.9	10.20
North Carolina			
★ Durham	208.4	119.9	6.50
★ Asheville	180.2	103.7	8.05
Charlotte	172.6	99.3	11.71
Greensboro	160.5	92.3	6.33
Winston-Salem	139.0	80.0	5.40
Raleigh	125.7	72.3	2.90
North Dakota			
★ Grand Forks	189.1	108.8	2.75
Fargo	154.5	88.9	4.45
Ohio			
★ Akron	234.6	135.0	25.23
★ Cleveland	191.5	110.2	93.20
★ Canton	182.2	104.8	10.25
★ Dayton	180.0	103.6	25.15
Toledo	163.5	94.1	27.50
Cincinnati	158.9	91.4	52.50
Columbus	155.6	89.5	31.35
Springfield	149.3	85.9	5.83
Youngstown	149.0	85.7	17.00
Zanesville	132.3	76.1	4.40
Steubenville	129.4	74.5	3.30
Oklahoma			
Tulsa	171.2	98.5	17.75
Muskogee	165.7	95.3	3.20
Oklahoma City	150.1	86.4	24.00
Oregon			
★ Portland	218.8	125.9	55.60
Salem	167.7	96.5	4.00
Pennsylvania			
★ Chester	249.5	143.6	6.37
★ York	189.3	108.9	7.25
★ Erie	180.3	103.7	9.16
Pittsburgh	167.4	96.3	65.00
Philadelphia	150.2	86.5	161.50
Allentown	145.2	83.5	8.92

RETAIL SALES AND SERVICES
(SM Forecast for December, 1945)

	City Index	City Nat'l Index	\$ Millions
Pennsylvania (Cont'd)			
Wilkes-Barre	144.5	83.1	7.88
Lancaster	142.6	82.0	6.75
Williamsport	142.1	81.8	3.80
Altoona	140.1	80.6	7.06
Johnstown	139.4	80.2	6.70
Harrisburg	136.7	78.7	9.00
Scranton	124.1	71.4	9.25
Reading	120.0	69.0	9.40
Rhode Island			
Providence	167.2	96.2	32.50
Woonsocket	141.5	81.4	4.20
South Carolina			
★ Spartanburg	184.5	106.2	5.03
★ Charleston	179.7	103.4	6.35
Greenville	171.3	98.6	6.62
Columbia	153.0	88.0	6.33
South Dakota			
★ Sioux Falls	181.6	104.5	5.50
Tennessee			
★ Knoxville	289.2	166.4	13.75
Nashville	173.4	99.8	13.91
Chattanooga	159.3	91.7	11.05
Memphis	150.4	86.5	27.50
Texas			
★ Fort Worth	205.7	118.4	18.75
★ Houston	205.1	118.0	44.05
★ Corpus Christi	195.6	112.5	8.85
★ Beaumont	192.4	110.7	5.60
★ Dallas	185.5	106.7	36.00
★ San Antonio	182.2	104.8	20.50
★ El Paso	175.6	101.0	6.55
★ Amarillo	173.8	100.0	4.65
Wichita Falls	168.1	96.7	3.95
Austin	165.0	94.9	5.23
Waco	165.0	94.9	4.65
Galveston	139.0	80.0	6.14
Utah			
★ Ogden	207.3	119.3	6.70
Salt Lake City	144.8	83.3	19.05
Vermont			
Burlington	130.2	74.9	3.50
Virginia			
★ Portsmouth	286.0	164.6	3.90
★ Norfolk	194.6	112.0	14.75
★ Newport News	182.0	104.7	3.15
★ Richmond	175.3	100.9	24.70
Roanoke	134.2	77.2	7.15
Lynchburg	124.1	71.4	5.00
Washington			
★ Tacoma	255.3	146.9	15.10
★ Seattle	235.0	135.2	58.50
Spokane	160.2	92.2	15.80
West Virginia			
★ Huntington	182.4	104.9	7.77
★ Charleston	151.7	87.3	9.75
Wheeling	120.2	69.2	5.90
Wisconsin			
★ Milwaukee	204.3	117.5	55.00
★ Superior	199.7	114.9	4.25
★ Madison	180.1	103.6	8.36
★ Sheboygan	175.1	100.7	4.35
Manitowoc	168.5	96.9	2.45
Green Bay	157.6	90.7	6.25
La Crosse	152.0	87.5	3.85
Wyoming			
★ Cheyenne	181.5	104.4	2.10

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College Engineering Education

This man has had unusually broad experience which will be of exceptional benefit to the right organization

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19 years' experience, industrial and consumer products, national and export markets. For one employer developed sales program from scratch, attained world-wide distribution. For another (electrical products) steered sales to million dollar level from a few thousands. Have originated many money-making methods for both field and home office operations. ME and MBA degrees. Widely traveled, linguist, 37. Now employed but with limited opportunity. Fully qualified for major responsibilities in sales or export management, with minimum of \$10,000 earnings. Box 2229, Sales Management, 386 Fourth Ave., New York 16, N. Y.

EXCELLENT OPPORTUNITY FOR SALES EXECUTIVE

One of the leading drug and toiletries manufacturers of nationally advertised products has unusual opportunity for alert, ambitious man... to direct field sales staff, operate out of home office. Experience handling salesmen essential. Knowledge of wholesale and chain drug trade required. Must be free to travel. Write full particulars in first letter, including salary desired. Replies held in strict confidence. Excellent future for the right man.

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SALES EXECUTIVE

Sales executive now associated in executive capacity with nationally known manufacturer seeks similar position with smaller concern in or around Boston. Would be interested in branch managership or sectional sales manager's position with headquarters in Boston.

Young, aggressive, experienced in all phases of sales promotion, management, sales analysis and marketing. Has outstanding sales record in field requiring sales ability, good educational background, and personal dignity.

Reason for making a change will be given in interview.
Box 2223, Sales Management, 386 Fourth Ave., New York 16, N. Y.

BUSINESS MAN—16 years on west coast in wholesale and retail business wants durable line on mfg. agents basis—for west coast States—best references.

PAUL HOWARD
2539 Adams Street
Long Beach, California

WANTED. TO REPRESENT in Southern Florida or Southern California, as sales agent or distributor, responsible manufacturer, preferably in the field of electrical or mechanical equipment of appliances. Reason for territorial preference, wife's health. This ad is placed by an individual with broad sales and general business experience, whose personal and financial responsibility can be readily established. Reply Box 2220, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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386 Fourth Ave., New York 16, N. Y.

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24 West 48th St. • New York 19, N. Y.
MEdallion 3-0813

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Qualified with successful experience to select, train and supervise productive sales staff with high degree of efficiency and economy. Will accept full responsibility and guarantee results, with or without competition. Best references. Box 2224, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED: Sales Manager by well established nationally advertised eastern manufacturer of ethical pharmaceuticals and biologicals. Must be experienced in handling salesmen and detail force. Pharmacy or scientific degree helpful, but not essential. Should know sales training methods. Unusual opportunity for future as job is one of key men in company. Write, stating full qualifications, c/o President, Box 2214, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.



Pease
in 55 years?

Here's a fight that's far from over—against tuberculosis, the dread plague that still kills more Americans between 15 and 45 than any other disease.

Your annual purchase of Christmas Seals since 1904 has helped cut the TB death rate 75%! And TB *can* be wiped out — some authorities say by the year 2000.

Yet wartime conditions give TB a new lease on life—*human* life.

So please, *help us bring up the reserves.* This year, buy *extra* Christmas Seals. Remember, *there can be no peace treaty with tuberculosis.*



BUY CHRISTMAS SEALS

Because of the importance of the above message, this space has been contributed by

Sales Management



Comment

BY RAY BILL

THE MASTER SALESMAN OF PEACE. There are many things in this world which must be sold besides goods and services—and which require salesmanship of the very highest order. Top among such other things is PEACE—than which there is no more noble objective—but than which there is nothing seemingly more difficult to sell and keep sold.

PEACE periodically proves that it runs counter to the ambitions of men who represent nationalistic leadership under whatever form of government. These curses of humanity want war, initiate war, whip peoples into backing war, chiefly to satisfy their allegedly sane and worthy objectives. In the end, these aggressors are defeated and die dishonored—for it is human to love peace and hate war—and regardless of early victories, God has demonstrated through the ages that He sides with those who fight defensive wars, not from choice but from necessity. That is one of the eternal lessons of history and apparently accounts for our own country's having been vastly more successful in war than has any other country—since it has been our tradition to fight defensive wars.

We all earnestly hope that with the advent of the atomic bomb, God has ushered in not a new and more terrific weapon, but actually the means of ending war.

Be this as God wills, in passing from an era in which men count into an era in which, relatively speaking, only atoms count, we may all well pause to pay homage to the salesman of PEACE—and in this very connection, to the world's greatest living salesman of PEACE, our own Cordell Hull.

As a longtime member of our Congress, as Secretary of State, and in numerous other positions, Cordell Hull has won his position in American history. The award of the Nobel Peace Prize for the current year gives him the niche in the international hall of fame he so richly deserves, especially since this honor comes from a source wholly removed from the scene of American partisan politics.

We all know only too well how long, bitter, and discouraging has been the role of the salesmen who have undertaken to sell PEACE—however obviously worthy the product. It involves sales territory where pettiness, partisanship, and selfishness must be superseded by that broader vision we call statesmanship. It is, therefore, as the great Statesman of Selling as well as a World Statesman that SALES MANAGEMENT salutes Cordell Hull, whose portrait graces the front cover of this issue.

In the career of this great American, there also is a moral for sales executives, particularly those who wish to qualify for further advancement not only in business, but in life: It is this: *Every worthwhile sales executive, no matter how crowded and pressing his assigned duties may be, should have at least one purely avocational sales objective, one worthy thing he is seeking to sell on a statesmanship basis without thought of any selfish personal reward.*

[196]

LITTLE CAESAR" PETRILLO. Ordinarily the sales side of business does not need to concern itself with what goes on in labor union circles. But we all live and work in such an interdependent society, it is not possible to ignore any factor which seriously affects the health of our economy as a whole.

Recently James Caesar Petrillo, head of the American Federation of Musicians, participated in this scene. Time: about midnight. Place: Waldorf Astoria Hotel cocktail bar, New York City. Cast: Petrillo and a veteran of the air force, just returned from the South Pacific. Action: Chance meeting between the two while respectively and independently drinking a nightcap. Conversation: About the war, about labor, about unions, about Petrillo, who made his identity known. Result: Petrillo, despite his hard skin and long experience, got "told off" better perhaps than he has ever been told before.

At one point in this conversation Petrillo calmly (and in our judgment cold bloodedly) said he was "killing off" F.M. broadcasting and television through exercise of his power as a union labor leader.

That is enough for us, although he did also indicate the present standing form of broadcasting has only begun to feel the full weight and might of his power. Our interest at this juncture is neither in F.M. nor television per se. The point that riles us is that *any* labor leader can deprive *any* new industry of its right to develop without hamstringing. And if you don't think Petrillo has been and is doing just that sort of thing in F.M. and television, make your own check of the record to date and draw your own conclusions.

In the postwar period when high level employment must be the prime objective of the nation as a whole, we say *little* men cannot stand in the way of the national interest. We predict it will not be long before "little Caesar" Petrillo finds himself:

1. Beyond the pale of employer-employee negotiations and bargaining in the accepted sense.
2. Being "shot at" by war veterans in a collective sense and with all the influence they are destined to wield in the next few years.
3. In the fire of public opinion, where he will be scorched as perhaps no labor leader has ever been scorched before.

We also forecast that honest labor, which is always in majority despite occasional bad leadership, will desert him in astounding numbers.

We speak so confidently because in new industries lies the genesis of new jobs and no one in America is so big that he can long deny such job opportunities.

SALES MANAGEMENT